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The Society of the
Plastics Industry, Inc.

# Salary and Sales Policy Survey

## Sixteenth Edition (1988)

Calendar Year-End 1988
Release Date: April 30, 1989

# Plastics Processing Companies

Sponsored by the Financial Management Committee of SPI

# SALARY AND SALES POLICY SURVEY NO. 16 - 1988

## PLASTICS PROCESSING COMPANIES

**Sponsored by the Financial Management Committee**
**The Society of the Plastics Industry, Inc.**

**Compiled By Ernst & Whinney, Washington, D.C.**
**Association Services Group**

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## HIGHLIGHTS OF SURVEY

The Sixteenth Salary & Sales Policy Survey reports data from 210 SPI member companies reporting data for 313 plants and divisions. These 210 company responses represent a twenty-one percent increase in participation from the 1986 level of 173 companies. We believe this increase in participation, as well as the geographical and size dispersion of responses, has added significantly to the value and benefit of using the 1988 Salary & Sales Policy Survey in your planning and management activities. The report provides an industry basis for individual companies to compare their compensation and sales policies to all companies as well as firms of similar size and geographic location.

Due to the limited number of companies reporting data, there is no breakout for divisions, however, divisional data is included in regular plant results. Plant/Division responses are broken down into 4 geographic regions and 5 sales size categories. A listing of regions by state is provided on page 2. A listing of plants/divisions by region and sales size is provided on page 3.

Due to differences in the methodology used in calculating industry salary figures, comparisons to previous survey results have not been included. Subsequent surveys will contain comparisons to previous survey results.

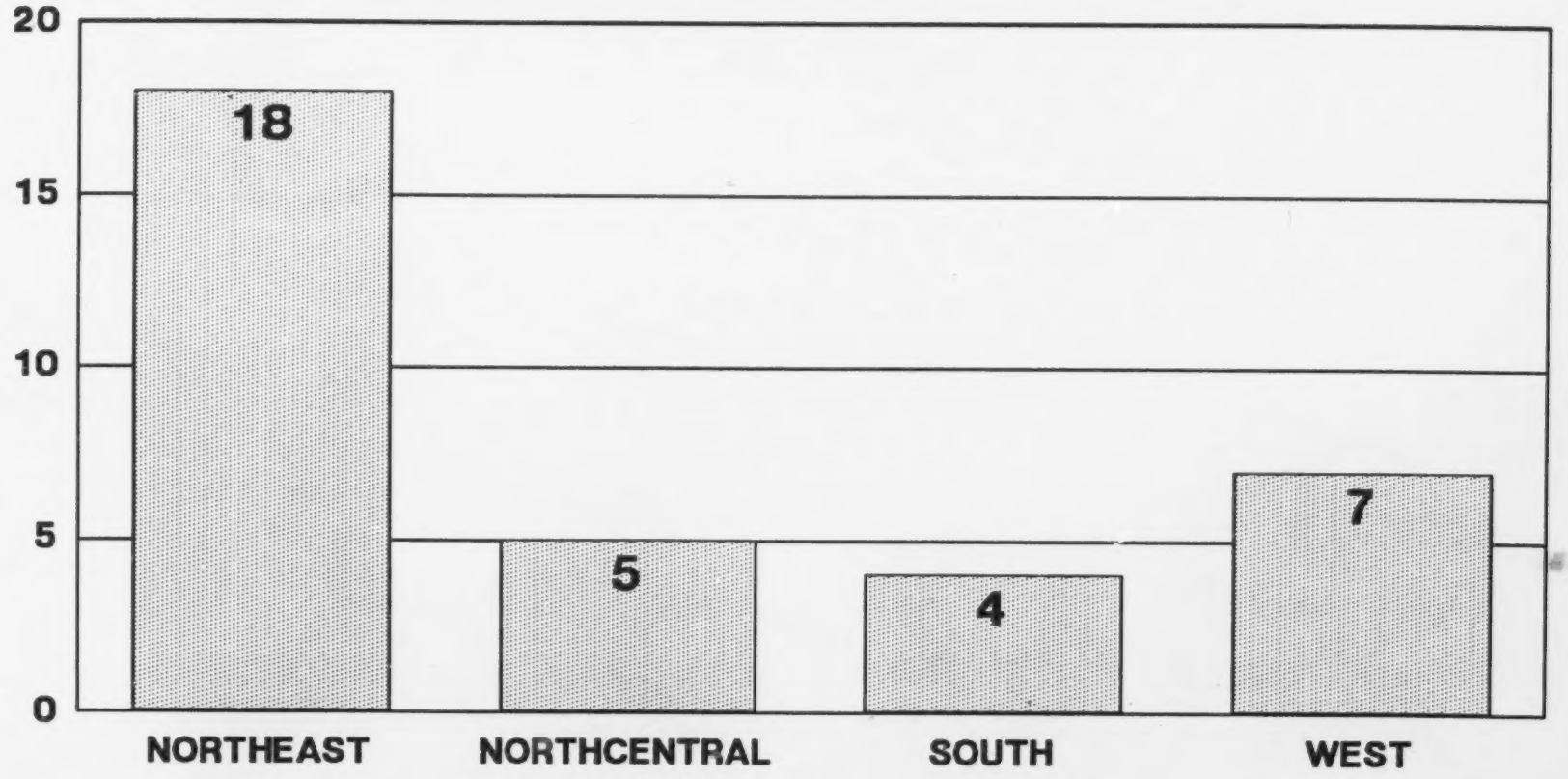
All reported industry salary figures are in thousands of dollars. Industry salary information does not include data for the 4 Canadian company responses. The Sales Policy Section of the report includes data for 206 of the 210 company responses; 4 companies neglected to complete this section of the survey.

NUMBER OF REPORTING PLANTS/DIVISIONS BY SURVEY REGION

| REGION | STATES | NUMBER OF PLANTS/DIVISIONS |
|---|---|---|
| NORTHEAST | Connecticut<br>Delaware<br>Maine<br>Massachusetts<br>New Hampshire<br>New Jersey<br>New York<br>Pennsylvania<br>Rhode Island<br>Vermont | 71 |
| NORTHCENTRAL | Illinois<br>Indiana<br>Iowa<br>Kansas<br>Michigan<br>Minnesota<br>Missouri<br>Nebraska<br>Ohio<br>Wisconsin | 120 |
| SOUTH | Alabama<br>Arkansas<br>Florida<br>Georgia<br>Kentucky<br>Louisiana<br>Maryland<br>Mississippi<br>North Carolina<br>Oklahoma<br>South Carolina<br>Tennessee<br>Texas<br>Virginia<br>West Virginia | 71 |
| WEST | Arizona<br>California<br>Colorado<br>Hawaii<br>Oregon<br>Washington | 47 |
| | Canada | 4 |
| TOTAL | | 313 |

# NUMBER OF POSITIONS WITH HIGHEST AVERAGE SALARY BY REGION

(BASED ON AVERAGE SALARY FOR ALL SALES VOLUMES)



NUMBER OF PLANTS/DIVISIONS BY SALES VOLUME AND REGION

| SALES VOLUME | REGION | | | | | TOTAL |
|---|---|---|---|---|---|---|
| | NORTHEAST | NORTHCENTRAL | SOUTH | WEST | CANADA | |
| UP TO $ 1,000,000 | 6 | 5 | 3 | 5 | | 19 |
| $ 1,000,000 TO $ 2,000,000 | 6 | 10 | 8 | 5 | 1 | 30 |
| $ 2,000,000 TO $ 5,000,000 | 17 | 22 | 20 | 12 | | 71 |
| $ 5,000,000 TO $ 10,000,000 | 10 | 13 | 12 | 11 | 1 | 47 |
| OVER $ 10,000,000 | 32 | 70 | 28 | 14 | 2 | 146 |
| TOTAL | 71 | 120 | 71 | 47 | 4 | 313 |

ALL SALES VOLUMES

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MANUFACTURING | | | | | |
| 1. GENERAL MANAGER | | | | | |
| Average Number of Persons Responsible For | 149 | 97 | 87 | 82 | 105 |
| Minimum Reported Salary | 37.0 | 35.0 | 31.5 | 40.0 | 31.5 |
| Maximum Reported Salary | 208.0 | 189.0 | 120.0 | 110.0 | 208.0 |
| Average Salary | 88.6 | 75.9 | 64.8 | 58.1 | 74.0 |
| 2. PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | 67 | 75 | 63 | 48 | 66 |
| Minimum Reported Salary | 22.0 | 29.0 | 17.0 | 18.0 | 17.0 |
| Maximum Reported Salary | 88.0 | 99.8 | 124.7 | 138.0 | 138.0 |
| Average Salary | 53.3 | 50.4 | 49.9 | 50.7 | 51.0 |
| 3. PRODUCTION MANAGER, SUPERINTENDENT | | | | | |
| Average Number of Persons Responsible For | 37 | 61 | 40 | 43 | 49 |
| Minimum Reported Salary | 30.0 | 21.8 | 14.6 | 26.0 | 14.6 |
| Maximum Reported Salary | 65.0 | 79.9 | 80.1 | 65.0 | 80.1 |
| Average Salary | 41.7 | 38.7 | 37.0 | 39.8 | 39.1 |
| 4. GENERAL FOREMAN | | | | | |
| Average Number of Persons Responsible For | 43 | 47 | 33 | 31 | 40 |
| Minimum Reported Salary | 23.4 | 16.0 | 20.0 | 19.3 | 16.0 |
| Maximum Reported Salary | 41.0 | 44.0 | 98.1 | 60.2 | 98.1 |
| Average Salary | 30.5 | 25.4 | 29.7 | 31.7 | 27.9 |
| 5. MANAGER/PLANT OR INDUSTRIAL ENGINEER | | | | | |
| Average Number of Persons Responsible For | 3 | 5 | 6 | 3 | 4 |
| Minimum Reported Salary | 25.0 | 22.9 | 18.7 | 26.0 | 18.7 |
| Maximum Reported Salary | 54.0 | 60.0 | 82.4 | 52.0 | 82.4 |
| Average Salary | 40.8 | 37.2 | 40.9 | 35.9 | 39.3 |
| 6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER | | | | | |
| Average Number of Persons Responsible For | 7 | 5 | 6 | 7 | 6 |
| Minimum Reported Salary | 21.0 | 15.6 | 13.0 | 19.2 | 13.0 |
| Maximum Reported Salary | 58.0 | 40.0 | 69.0 | 47.3 | 69.0 |
| Average Salary | 35.7 | 28.7 | 33.3 | 30.1 | 31.5 |
| 7. MANAGER, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 9 | 8 | 5 | 3 | 7 |
| Minimum Reported Salary | 10.0 | 14.0 | 18.0 | 16.5 | 10.0 |
| Maximum Reported Salary | 72.6 | 67.0 | 64.0 | 65.0 | 72.6 |
| Average Salary | 35.4 | 35.8 | 33.7 | 32.5 | 34.8 |
| 8. SUPERVISOR, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 10 | 5 | 4 | 7 | 6 |
| Minimum Reported Salary | 18.7 | 13.5 | 18.0 | 15.1 | 13.5 |
| Maximum Reported Salary | 46.2 | 47.5 | 35.0 | 61.2 | 61.2 |
| Average Salary | 28.4 | 26.7 | 25.3 | 27.6 | 26.8 |

ALL SALES VOLUMES

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING** | | | | | |
| **9. VICE PRESIDENT SALES/SALES MANAGER** | | | | | |
| Average Number of Persons Responsible For | 7 | 5 | 5 | 5 | 6 |
| Minimum Reported Salary | 22.0 | 23.9 | 20.0 | 35.0 | 20.0 |
| Maximum Reported Salary | 120.0 | 129.5 | 75.0 | 117.0 | 129.5 |
| Average Salary | 68.2 | 62.6 | 51.7 | 58.7 | 61.0 |
| **10. ASSISTANT SALES MANAGER** | | | | | |
| Average Number of Persons Responsible For | 2 | 6 | 6 | D | 4 |
| Minimum Reported Salary | 26.0 | 20.0 | 23.1 | | 20.0 |
| Maximum Reported Salary | 70.0 | 61.4 | 55.0 | | 70.0 |
| Average Salary | 46.2 | 51.1 | 34.4 | | 47.6 |
| **11. REGIONAL/DISTRICT SALES MANAGER** | | | | | |
| Average Number of Persons Responsible For | 3 | 2 | 0 | 1 | 2 |
| Minimum Reported Salary | 37.3 | 28.0 | 30.0 | 33.7 | 28.0 |
| Maximum Reported Salary | 75.8 | 75.5 | 69.6 | 70.4 | 75.8 |
| Average Salary | 51.8 | 45.8 | 44.1 | 52.7 | 47.6 |
| **12. SENIOR SALESPERSON** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 1 | 0 | 0 |
| Minimum Reported Salary | 30.2 | 28.6 | 19.6 | 30.0 | 19.6 |
| Maximum Reported Salary | 120.0 | 90.0 | 55.0 | 60.0 | 120.0 |
| Average Salary | 54.3 | 44.6 | 45.9 | 46.2 | 48.4 |
| **13. SALESPERSON 5 - 10 YEARS** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 20.0 | 20.9 | 29.1 | 30.0 | 20.0 |
| Maximum Reported Salary | 75.0 | 60.0 | 50.0 | 49.2 | 75.0 |
| Average Salary | 45.1 | 45.3 | 39.9 | 38.1 | 42.8 |
| **14. SALESPERSON 3 - 5 YEARS** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 17.0 | 17.2 | 25.0 | 30.0 | 17.0 |
| Maximum Reported Salary | 50.0 | 54.0 | 43.2 | 42.6 | 54.0 |
| Average Salary | 35.4 | 37.1 | 37.6 | 36.7 | 36.5 |
| **15. SALESPERSON 1 - 3 YEARS** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 14.5 | 14.0 | 15.0 | 12.7 | 12.7 |
| Maximum Reported Salary | 42.1 | 45.5 | 37.0 | 46.3 | 46.3 |
| Average Salary | 29.7 | 30.6 | 27.9 | 34.7 | 30.8 |
| **16. SALES TRAINEE** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | D | 0 | 1 |
| Minimum Reported Salary | 18.3 | 20.0 | | 16.8 | 16.8 |
| Maximum Reported Salary | 35.0 | 31.5 | | 32.0 | 35.0 |
| Average Salary | 21.8 | 27.9 | | 26.5 | 24.9 |

D - Insufficient data; minimum 3 reporting companies required.

ALL SALES VOLUMES

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MARKETING (Continued) | | | | | |
| 17. CUSTOMER SERVICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 3 | 2 | 2 | 2 | 2 |
| Minimum Reported Salary | 18.0 | 14.7 | 13.5 | 15.0 | 13.5 |
| Maximum Reported Salary | 61.8 | 48.0 | 51.0 | 44.2 | 61.8 |
| Average Salary | 32.2 | 29.4 | 28.1 | 27.0 | 29.5 |
| FINANCE AND ADMINISTRATIVE | | | | | |
| 18. TREASURER | | | | | |
| Average Number of Persons Responsible For | 8 | 6 | 6 | 4 | 6 |
| Minimum Reported Salary | 40.0 | 12.0 | 30.0 | 18.0 | 12.0 |
| Maximum Reported Salary | 130.0 | 90.0 | 90.0 | 90.0 | 130.0 |
| Average Salary | 73.9 | 57.0 | 57.8 | 58.9 | 60.5 |
| 19. CONTROLLER OR ACCOUNTING MANAGER | | | | | |
| Average Number of Persons Responsible For | 3 | 4 | 4 | 4 | 4 |
| Minimum Reported Salary | 22.0 | 26.1 | 18.0 | 21.1 | 18.0 |
| Maximum Reported Salary | 80.0 | 63.5 | 60.0 | 58.9 | 80.0 |
| Average Salary | 44.0 | 42.8 | 38.0 | 40.5 | 41.8 |
| 20. ACCOUNTANT - COST SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | 2 | 1 | 1 | 1 | 1 |
| Minimum Reported Salary | 21.1 | 20.0 | 18.0 | 20.8 | 18.0 |
| Maximum Reported Salary | 35.6 | 40.0 | 37.0 | 44.0 | 44.0 |
| Average Salary | 29.5 | 28.2 | 26.1 | 36.1 | 29.3 |
| 21. ACCOUNTANT - GENERAL SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | 3 | 2 | 3 | 4 | 3 |
| Minimum Reported Salary | 26.0 | 17.0 | 17.0 | 13.0 | 13.0 |
| Maximum Reported Salary | 44.0 | 53.8 | 60.5 | 46.2 | 60.5 |
| Average Salary | 29.8 | 27.7 | 28.0 | 28.5 | 28.3 |
| 22. CREDIT MANAGER | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 0 | 4 | 1 |
| Minimum Reported Salary | 20.0 | 21.3 | 19.3 | 20.0 | 19.3 |
| Maximum Reported Salary | 57.8 | 41.0 | 35.0 | 41.0 | 57.8 |
| Average Salary | 34.5 | 28.4 | 26.8 | 26.5 | 29.7 |
| 23. MANAGER - ELECTRONIC DATA PROCESSING | | | | | |
| Average Number of Persons Responsible For | 7 | 2 | 2 | 2 | 3 |
| Minimum Reported Salary | 30.0 | 16.8 | 25.0 | 24.0 | 16.8 |
| Maximum Reported Salary | 83.0 | 61.0 | 48.7 | 60.0 | 83.0 |
| Average Salary | 46.0 | 36.4 | 34.4 | 37.7 | 37.8 |

ALL SALES VOLUMES

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **ENGINEERING** | | | | | |
| **24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER** | | | | | |
| Average Number of Persons Responsible For | 6 | 4 | 4 | 1 | 5 |
| Minimum Reported Salary | 32.0 | 31.0 | 34.0 | 30.0 | 30.0 |
| Maximum Reported Salary | 82.0 | 98.9 | 80.0 | 65.0 | 98.9 |
| Average Salary | 55.9 | 53.5 | 53.5 | 51.7 | 54.2 |
| **25. CHIEF ENGINEER OR PLANT MANAGER** | | | | | |
| Average Number of Persons Responsible For | 4 | 7 | 6 | 6 | 6 |
| Minimum Reported Salary | 31.0 | 22.5 | 31.0 | 25.0 | 22.5 |
| Maximum Reported Salary | 76.0 | 70.0 | 75.0 | 68.3 | 76.0 |
| Average Salary | 53.4 | 42.5 | 46.7 | 47.4 | 45.9 |
| **26. MANUFACTURING ENGINEERING MANAGER** | | | | | |
| Average Number of Persons Responsible For | 4 | 8 | 31 | 4 | 10 |
| Minimum Reported Salary | 22.0 | 25.0 | 29.0 | 41.4 | 22.0 |
| Maximum Reported Salary | 60.0 | 71.3 | 103.1 | 58.0 | 103.1 |
| Average Salary | 42.8 | 43.1 | 49.2 | 47.9 | 44.4 |
| **27. SENIOR MANAGER** | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 1 | 2 | 1 |
| Minimum Reported Salary | 25.0 | 23.5 | 22.5 | 32.0 | 22.5 |
| Maximum Reported Salary | 65.8 | 55.5 | 49.1 | 86.9 | 86.9 |
| Average Salary | 40.7 | 37.8 | 31.9 | 41.0 | 38.0 |
| **28. PRODUCT DESIGNER** | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 0 | 0 | 1 |
| Minimum Reported Salary | 23.0 | 18.0 | 15.0 | 31.3 | 15.0 |
| Maximum Reported Salary | 45.0 | 51.6 | 41.5 | 40.0 | 51.6 |
| Average Salary | 34.9 | 32.1 | 29.3 | 35.2 | 33.2 |
| **29. MOLD DESIGNER** | | | | | |
| Average Number of Persons Responsible For | 0 | 2 | 1 | 1 | 1 |
| Minimum Reported Salary | 23.9 | 18.0 | 20.0 | 29.0 | 18.0 |
| Maximum Reported Salary | 45.0 | 50.0 | 50.0 | 70.0 | 70.0 |
| Average Salary | 31.7 | 31.4 | 33.6 | 36.0 | 32.5 |
| **30. ESTIMATOR** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 3 | 0 |
| Minimum Reported Salary | 18.0 | 16.0 | 18.6 | 15.1 | 67.6 |
| Maximum Reported Salary | 33.0 | 43.6 | 32.0 | 67.6 | 15.1 |
| Average Salary | 25.1 | 25.6 | 24.3 | 33.0 | 26.2 |

ALL SALES VOLUMES

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **PERSONNEL** | | | | | |
| 31. PERSONNEL MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 3 | 4 | 1 | 3 |
| Minimum Reported Salary | 20.0 | 18.0 | 14.8 | 15.0 | 14.8 |
| Maximum Reported Salary | 77.0 | 65.0 | 58.6 | 53.2 | 77.0 |
| Average Salary | 36.2 | 35.7 | 36.4 | 29.4 | 35.1 |
| 32. OFFICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 3 | 2 | 2 | 2 |
| Minimum Reported Salary | 11.0 | 12.0 | 11.0 | 16.0 | 11.0 |
| Maximum Reported Salary | 35.0 | 45.0 | 33.2 | 30.7 | 45.0 |
| Average Salary | 24.7 | 25.0 | 21.9 | 23.0 | 23.8 |
| **PURCHASING** | | | | | |
| 33. PURCHASING AGENT | | | | | |
| Average Number of Persons Responsible For | 1 | 2 | 2 | 1 | 2 |
| Minimum Reported Salary | 19.0 | 18.0 | 20.0 | 15.0 | 15.0 |
| Maximum Reported Salary | 68.3 | 50.9 | 56.2 | 40.0 | 68.3 |
| Average Salary | 37.1 | 33.0 | 35.1 | 28.3 | 33.8 |
| 34. BUYER | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 16.1 | 13.0 | 13.3 | 11.9 | 11.9 |
| Maximum Reported Salary | 35.4 | 32.0 | 49.0 | 32.5 | 49.0 |
| Average Salary | 27.4 | 24.0 | 25.9 | 23.4 | 25.1 |

ANNUAL SALES VOLUME UP TO $ 1,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MANUFACTURING | | | | | |
| 1. GENERAL MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | D | 12 |
| Minimum Reported Salary | | | | | 37.0 |
| Maximum Reported Salary | | | | | 86.0 |
| Average Salary | | | | | 50.8 |
| 2. PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | D | D | 10 |
| Minimum Reported Salary | | | | | 17.0 |
| Maximum Reported Salary | | | | | 45.0 |
| Average Salary | | | | | 34.1 |
| 3. PRODUCTION MANAGER, SUPERINTENDENT | | | | | |
| Average Number of Persons Responsible For | D | D | D | D | 4 |
| Minimum Reported Salary | | | | | 14.6 |
| Maximum Reported Salary | | | | | 38.0 |
| Average Salary | | | | | 30.8 |
| 4. GENERAL FOREMAN | | | | | |
| Average Number of Persons Responsible For | D | 9 | | D | 8 |
| Minimum Reported Salary | | 19.0 | | | 19.0 |
| Maximum Reported Salary | | 41.0 | | | 41.0 |
| Average Salary | | 31.3 | | | 28.8 |
| 5. MANAGER/PLANT OR INDUSTRIAL ENGINEER | | | | | |
| Average Number of Persons Responsible For | D | D | | | 3 |
| Minimum Reported Salary | | | | | 26.0 |
| Maximum Reported Salary | | | | | 49.9 |
| Average Salary | | | | | 42.8 |
| 6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER | | | | | |
| Average Number of Persons Responsible For | D | | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 7. MANAGER, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | D | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 8. SUPERVISOR, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME UP TO $ 1,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MARKETING | | | | | |
| 9. VICE PRESIDENT SALES/SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | 1 | D | D | D | 1 |
| Minimum Reported Salary | 30.0 | | | | 20.0 |
| Maximum Reported Salary | 100.0 | | | | 100.0 |
| Average Salary | 58.5 | | | | 48.1 |
| 10. ASSISTANT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 11. REGIONAL/DISTRICT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | D | | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 12. SENIOR SALESPERSON | | | | | |
| Average Number of Persons Responsible For | | D | D | | 0 |
| Minimum Reported Salary | | | | | 22.0 |
| Maximum Reported Salary | | | | | 45.1 |
| Average Salary | | | | | 39.9 |
| 13. SALESPERSON 5 - 10 YEARS | | | | | |
| Average Number of Persons Responsible For | D | | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 14. SALESPERSON 3 - 5 YEARS | | | | | |
| Average Number of Persons Responsible For | D | | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 15. SALESPERSON 1 - 3 YEARS | | | | | |
| Average Number of Persons Responsible For | D | D | D | | 0 |
| Minimum Reported Salary | | | | | 21.0 |
| Maximum Reported Salary | | | | | 37.0 |
| Average Salary | | | | | 28.2 |
| 16. SALES TRAINEE | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME UP TO $ 1,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MARKETING (Continued) | | | | | |
| 17. CUSTOMER SERVICE MANAGER<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | D | D | | | D |
| FINANCE AND ADMINISTRATIVE | | | | | |
| 18. TREASURER<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | D | | | | D |
| 19. CONTROLLER OR ACCOUNTING MANAGER<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | D | D | | | D |
| 20. ACCOUNTANT - COST SUPERVISOR<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | | | | | |
| 21. ACCOUNTANT - GENERAL SUPERVISOR<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | | | | | |
| 22. CREDIT MANAGER<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | D | | | | D |
| 23. MANAGER - ELECTRONIC DATA PROCESSING<br>Average Number of Persons Responsible For<br>Minimum Reported Salary<br>Maximum Reported Salary<br>Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME UP TO $ 1,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| ENGINEERING | | | | | |
| 24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | | 2 |
| Minimum Reported Salary | | | | | 31.0 |
| Maximum Reported Salary | | | | | 77.0 |
| Average Salary | | | | | 53.3 |
| 25. CHIEF ENGINEER OR PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 26. MANUFACTURING ENGINEERING MANAGER | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 27. SENIOR MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 28. PRODUCT DESIGNER | | | | | |
| Average Number of Persons Responsible For | D | D | | | 1 |
| Minimum Reported Salary | | | | | 30.0 |
| Maximum Reported Salary | | | | | 45.0 |
| Average Salary | | | | | 36.3 |
| 29. MOLD DESIGNER | | | | | |
| Average Number of Persons Responsible For | | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 30. ESTIMATOR | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME UP TO $ 1,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **PERSONNEL** | | | | | |
| 31. PERSONNEL MANAGER | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 32. OFFICE MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | D | 3 |
| Minimum Reported Salary | | | | | 11.0 |
| Maximum Reported Salary | | | | | 27.0 |
| Average Salary | | | | | 22.2 |
| **PURCHASING** | | | | | |
| 33. PURCHASING AGENT | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 34. BUYER | | | | | |
| Average Number of Persons Responsible For | D | | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

SALARY SURVEY NO. 16 - 1988

ANNUAL SALES VOLUME $ 1,000,000 - $ 2,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MANUFACTURING** | | | | | |
| 1. GENERAL MANAGER | | | | | |
| Average Number of Persons Responsible For | D | 16 | 13 | 13 | 15 |
| Minimum Reported Salary | | 40.3 | 36.0 | 42.0 | 36.0 |
| Maximum Reported Salary | | 70.0 | 80.0 | 50.0 | 80.0 |
| Average Salary | | 55.8 | 49.6 | 45.2 | 50.6 |
| 2. PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | 13 | 8 | 27 | 22 | 16 |
| Minimum Reported Salary | 22.0 | 30.2 | 22.0 | 18.0 | 18.0 |
| Maximum Reported Salary | 52.0 | 65.0 | 50.0 | 42.0 | 65.0 |
| Average Salary | 35.1 | 43.5 | 32.0 | 28.3 | 34.9 |
| 3. PRODUCTION MANAGER, SUPERINTENDENT | | | | | |
| Average Number of Persons Responsible For | D | 10 | 26 | D | 16 |
| Minimum Reported Salary | | 21.8 | 24.0 | | 21.8 |
| Maximum Reported Salary | | 43.5 | 56.7 | | 56.7 |
| Average Salary | | 31.3 | 35.2 | | 34.1 |
| 4. GENERAL FOREMAN | | | | | |
| Average Number of Persons Responsible For | 24 | 9 | 13 | D | 13 |
| Minimum Reported Salary | 24.5 | 16.0 | 27.6 | | 16.0 |
| Maximum Reported Salary | 35.0 | 28.4 | 45.4 | | 45.4 |
| Average Salary | 29.5 | 24.3 | 36.6 | | 26.7 |
| 5. MANAGER/PLANT OR INDUSTRIAL ENGINEER | | | | | |
| Average Number of Persons Responsible For | | 1 | | | 1 |
| Minimum Reported Salary | | 25.0 | | | 25.0 |
| Maximum Reported Salary | | 39.0 | | | 39.0 |
| Average Salary | | 33.5 | | | 33.5 |
| 6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER | | | | | |
| Average Number of Persons Responsible For | | 2 | | | 2 |
| Minimum Reported Salary | | 15.6 | | | 15.6 |
| Maximum Reported Salary | | 36.4 | | | 36.4 |
| Average Salary | | 24.3 | | | 24.3 |
| 7. MANAGER, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | D | 3 | D | D | 3 |
| Minimum Reported Salary | | 14.0 | | | 14.0 |
| Maximum Reported Salary | | 39.0 | | | 64.0 |
| Average Salary | | 23.4 | | | 28.3 |
| 8. SUPERVISOR, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | | 2 | D | | 8 |
| Minimum Reported Salary | | 13.5 | | | 13.5 |
| Maximum Reported Salary | | 24.0 | | | 35.0 |
| Average Salary | | 17.9 | | | 23.6 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 1,000,000 - $ 2,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING** | | | | | |
| 9. VICE PRESIDENT SALES/SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | D | 1 | | | 2 |
| Minimum Reported Salary | | 23.9 | | | 22.0 |
| Maximum Reported Salary | | 50.0 | | | 52.0 |
| Average Salary | | 35.0 | | | 35.8 |
| 10. ASSISTANT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 11. REGIONAL/DISTRICT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | | D | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 12. SENIOR SALESPERSON | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 13. SALESPERSON 5 - 10 YEARS | | | | | |
| Average Number of Persons Responsible For | | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 14. SALESPERSON 3 - 5 YEARS | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 15. SALESPERSON 1 - 3 YEARS | | | | | |
| Average Number of Persons Responsible For | | D | D | D | 0 |
| Minimum Reported Salary | | | | | 12.7 |
| Maximum Reported Salary | | | | | 45.5 |
| Average Salary | | | | | 21.7 |
| 16. SALES TRAINEE | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 1,000,000 - $ 2,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MARKETING (Continued) | | | | | |
| 17. CUSTOMER SERVICE MANAGER | | | | | |
| Average Number of Persons Responsible For | | D | | D | 1 |
| Minimum Reported Salary | | | | | 14.7 |
| Maximum Reported Salary | | | | | 26.0 |
| Average Salary | | | | | 18.6 |
| FINANCE AND ADMINISTRATIVE | | | | | |
| 18. TREASURER | | | | | |
| Average Number of Persons Responsible For | | D | D | D | 1 |
| Minimum Reported Salary | | | | | 12.0 |
| Maximum Reported Salary | | | | | 36.0 |
| Average Salary | | | | | 24.0 |
| 19. CONTROLLER OR ACCOUNTING MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 1 | | | 1 |
| Minimum Reported Salary | 22.0 | 26.1 | | | 22.0 |
| Maximum Reported Salary | 33.3 | 32.0 | | | 33.3 |
| Average Salary | 25.7 | 30.2 | | | 28.0 |
| 20. ACCOUNTANT - COST SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 21. ACCOUNTANT - GENERAL SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | | D | | D | 0 |
| Minimum Reported Salary | | | | | 13.0 |
| Maximum Reported Salary | | | | | 22.9 |
| Average Salary | | | | | 18.6 |
| 22. CREDIT MANAGER | | | | | |
| Average Number of Persons Responsible For | | | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 23. MANAGER - ELECTRONIC DATA PROCESSING | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 1,000,000 - $ 2,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| ENGINEERING | | | | | |
| 24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER | | | | | |
| Average Number of Persons Responsible For | | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 25. CHIEF ENGINEER OR PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | D | 1 | | D | 1 |
| Minimum Reported Salary | | 25.3 | | | 25.0 |
| Maximum Reported Salary | | 58.5 | | | 58.5 |
| Average Salary | | 38.0 | | | 38.3 |
| 26. MANUFACTURING ENGINEERING MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 27. SENIOR MANAGER | | | | | |
| Average Number of Persons Responsible For | | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 28. PRODUCT DESIGNER | | | | | |
| Average Number of Persons Responsible For | | | | | |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 29. MOLD DESIGNER | | | | | |
| Average Number of Persons Responsible For | | D | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 30. ESTIMATOR | | | | | |
| Average Number of Persons Responsible For | | D | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 1,000,000 - $ 2,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **PERSONNEL** | | | | | |
| 31. PERSONNEL MANAGER | | | | | |
| Average Number of Persons Responsible For | | 14 | | D | 11 |
| Minimum Reported Salary | | 20.0 | | | 15.0 |
| Maximum Reported Salary | | 29.8 | | | 29.8 |
| Average Salary | | 24.9 | | | 22.5 |
| 32. OFFICE MANAGER | | | | | |
| Average Number of Persons Responsible For | | 1 | 1 | 1 | 1 |
| Minimum Reported Salary | | 12.0 | 11.0 | 16.0 | 11.0 |
| Maximum Reported Salary | | 18.6 | 24.0 | 30.0 | 30.0 |
| Average Salary | | 16.2 | 18.1 | 20.4 | 18.2 |
| **PURCHASING** | | | | | |
| 33. PURCHASING AGENT | | | | | |
| Average Number of Persons Responsible For | | 0 | | D | 0 |
| Minimum Reported Salary | | 20.0 | | | 15.0 |
| Maximum Reported Salary | | 35.0 | | | 35.0 |
| Average Salnry | | 27.7 | | | 24.5 |
| 34. BUYER | | | | | |
| Average Number of Persons Responsible For | | D | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

SALARY SURVEY NO. 16 - 1988

ANNUAL SALES VOLUME $ 2,000,000 - $ 5,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MANUFACTURING | | | | | |
| 1. GENERAL MANAGER | | | | | |
| Average Number of Persons Responsible For | 42 | 26 | 48 | 9 | 33 |
| Minimum Reported Salary | 47.5 | 35.0 | 32.5 | 40.0 | 32.5 |
| Maximum Reported Salary | 65.0 | 80.0 | 52.0 | 68.4 | 80.0 |
| Average Salary | 58.2 | 54.5 | 43.4 | 50.8 | 50.0 |
| 2. PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | 45 | 37 | 23 | 24 | 33 |
| Minimum Reported Salary | 33.0 | 29.0 | 20.0 | 24.0 | 20.0 |
| Maximum Reported Salary | 52.0 | 51.0 | 59.0 | 64.8 | 64.8 |
| Average Salary | 44.3 | 41.3 | 38.6 | 44.6 | 41.3 |
| 3. PRODUCTION MANAGER, SUPERINTENDENT | | | | | |
| Average Number of Persons Responsible For | 29 | 26 | 29 | 36 | 29 |
| Minimum Reported Salary | 30.0 | 22.8 | 24.1 | 26.0 | 22.8 |
| Maximum Reported Salary | 42.0 | 46.0 | 51.0 | 60.0 | 60.0 |
| Average Salary | 35.2 | 33.0 | 33.2 | 37.3 | 34.2 |
| 4. GENERAL FOREMAN | | | | | |
| Average Number of Persons Responsible For | 19 | 18 | 12 | 24 | 18 |
| Minimum Reported Salary | 23.4 | 17.8 | 20.0 | 19.3 | 17.8 |
| Maximum Reported Salary | 31.0 | 37.0 | 33.0 | 51.2 | 51.2 |
| Average Salary | 26.6 | 20.2 | 25.2 | 30.0 | 23.1 |
| 5. MANAGER/PLANT OR INDUSTRIAL ENGINEER | | | | | |
| Average Number of Persons Responsible For | D | D | 1 | D | 1 |
| Minimum Reported Salary | | | 18.7 | | 18.7 |
| Maximum Reported Salary | | | 47.0 | | 47.0 |
| Average Salary | | | 34.6 | | 32.6 |
| 6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | 2 | 1 | 2 |
| Minimum Reported Salary | | | 13.0 | 19.2 | 13.0 |
| Maximum Reported Salary | | | 20.0 | 22.4 | 32.5 |
| Average Salary | | | 17.4 | 20.5 | 22.2 |
| 7. MANAGER, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 2 | 4 | 2 | 2 | 3 |
| Minimum Reported Salary | 19.5 | 20.0 | 18.0 | 16.5 | 16.5 |
| Maximum Reported Salary | 35.0 | 40.0 | 35.8 | 39.0 | 40.0 |
| Average Salary | 25.4 | 32.8 | 22.7 | 26.2 | 26.8 |
| 8. SUPERVISOR, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 3 | 3 | 1 | 1 | 2 |
| Minimum Reported Salary | 18.7 | 20.0 | 18.0 | 22.0 | 18.0 |
| Maximum Reported Salary | 30.0 | 36.9 | 22.0 | 32.5 | 36.9 |
| Average Salary | 24.1 | 26.4 | 20.3 | 25.3 | 24.0 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 2,000,000 - $ 5,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING** | | | | | |
| 9. VICE PRESIDENT SALES/SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | 7 | 4 | 1 | 2 | 3 |
| Minimum Reported Salary | 30.9 | 35.0 | 29.5 | 35.0 | 29.5 |
| Maximum Reported Salary | 120.0 | 72.0 | 66.0 | 58.7 | 120.0 |
| Average Salary | 65.5 | 52.9 | 50.3 | 46.7 | 53.7 |
| 10. ASSISTANT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | | 1 |
| Minimum Reported Salary | | | | | 20.0 |
| Maximum Reported Salary | | | | | 52.8 |
| Average Salary | | | | | 33.8 |
| 11. REGIONAL/DISTRICT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | D | D | 2 |
| Minimum Reported Salary | | | | | 28.0 |
| Maximum Reported Salary | | | | | 70.0 |
| Average Salary | | | | | 43.4 |
| 12. SENIOR SALESPERSON | | | | | |
| Average Number of Persons Responsible For | 0 | D | D | D | 0 |
| Minimum Reported Salary | 30.2 | | | | 30.2 |
| Maximum Reported Salary | 40.0 | | | | 60.0 |
| Average Salary | 35.2 | | | | 41.9 |
| 13. SALESPERSON 5 - 10 YEARS | | | | | |
| Average Number of Persons Responsible For | | D | 0 | D | 0 |
| Minimum Reported Salary | | | 29.1 | | 29.1 |
| Maximum Reported Salary | | | 50.0 | | 50.0 |
| Average Salary | | | 42.4 | | 40.2 |
| 14. SALESPERSON 3 - 5 YEARS | | | | | |
| Average Number of Persons Responsible For | 0 | D | D | D | 0 |
| Minimum Reported Salary | 21.5 | | | | 21.5 |
| Maximum Reported Salary | 35.0 | | | | 37.4 |
| Average Salary | 29.4 | | | | 31.4 |
| 15. SALESPERSON 1 - 3 YEARS | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | D | 0 |
| Minimum Reported Salary | 20.0 | 30.0 | 18.2 | | 18.2 |
| Maximum Reported Salary | 30.0 | 34.8 | 31.3 | | 34.8 |
| Average Salary | 27.5 | 31.6 | 25.4 | | 27.8 |
| 16. SALES TRAINEE | | | | | |
| Average Number of Persons Responsible For | | | | D | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 2,000,000 - $ 5,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING (Continued)** | | | | | |
| 17. CUSTOMER SERVICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 1 | 0 | 1 | D | 1 |
| Minimum Reported Salary | 18.0 | 20.8 | 13.5 | | 13.5 |
| Maximum Reported Salary | 32.0 | 35.0 | 24.0 | | 35.0 |
| Average Salary | 24.6 | 27.2 | 19.3 | | 23.1 |
| **FINANCE AND ADMINISTRATIVE** | | | | | |
| 18. TREASURER | | | | | |
| Average Number of Persons Responsible For | D | D | 1 | D | 2 |
| Minimum Reported Salary | | | 32.5 | | 32.5 |
| Maximum Reported Salary | | | 61.0 | | 130.0 |
| Average Salary | | | 45.8 | | 58.9 |
| 19. CONTROLLER OR ACCOUNTING MANAGER | | | | | |
| Average Number of Persons Responsible For | 0 | 1 | 1 | 1 | 1 |
| Minimum Reported Salary | 22.0 | 35.0 | 18.0 | 21.1 | 18.0 |
| Maximum Reported Salary | 28.6 | 40.0 | 24.0 | 54.0 | 54.0 |
| Average Salary | 25.2 | 38.0 | 20.3 | 34.4 | 30.7 |
| 20. ACCOUNTANT - COST SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | D | | | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 21. ACCOUNTANT - GENERAL SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | 4 | 1 | D | D | 2 |
| Minimum Reported Salary | 26.0 | 19.0 | | | 17.0 |
| Maximum Reported Salary | 34.0 | 30.8 | | | 34.0 |
| Average Salary | 29.6 | 24.7 | | | 25.8 |
| 22. CREDIT MANAGER | | | | | |
| Average Number of Persons Responsible For | | | D | | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |
| 23. MANAGER - ELECTRONIC DATA PROCESSING | | | | | |
| Average Number of Persons Responsible For | D | D | | D | 1 |
| Minimum Reported Salary | | | | | 30.0 |
| Maximum Reported Salary | | | | | 37.2 |
| Average Salary | | | | | 34.4 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 2,000,000 - $ 5,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **ENGINEERING** | | | | | |
| 24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | D | | 1 |
| Minimum Reported Salary | | | | | 40.0 |
| Maximum Reported Salary | | | | | 49.9 |
| Average Salary | | | | | 45.1 |
| 25. CHIEF ENGINEER OR PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | 1 | 3 | D | | 2 |
| Minimum Reported Salary | 31.0 | 26.7 | | | 26.7 |
| Maximum Reported Salary | 55.0 | 51.7 | | | 55.0 |
| Average Salary | 39.8 | 38.2 | | | 39.9 |
| 26. MANUFACTURING ENGINEERING MANAGER | | | | | |
| Average Number of Persons Responsible For | 3 | D | D | D | 3 |
| Minimum Reported Salary | 34.9 | | | | 26.5 |
| Maximum Reported Salary | 50.0 | | | | 50.0 |
| Average Salary | 40.2 | | | | 39.4 |
| 27. SENIOR MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 1 | D | D | 1 |
| Minimum Reported Salary | 25.0 | 23.5 | | | 23.5 |
| Maximum Reported Salary | 36.0 | 38.3 | | | 45.0 |
| Average Salary | 29.0 | 26.9 | | | 30.0 |
| 28. PRODUCT DESIGNER | | | | | |
| Average Number of Persons Responsible For | D | D | | | 1 |
| Minimum Reported Salary | | | | | 18.0 |
| Maximum Reported Salary | | | | | 34.5 |
| Average Salary | | | | | 27.5 |
| 29. MOLD DESIGNER | | | | | |
| Average Number of Persons Responsible For | 0 | D | 2 | D | 1 |
| Minimum Reported Salary | 23.9 | | 20.0 | | 20.0 |
| Maximum Reported Salary | 32.0 | | 46.9 | | 46.9 |
| Average Salary | 28.6 | | 31.3 | | 31.2 |
| 30. ESTIMATOR | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | D | D | 0 |
| Minimum Reported Salary | 18.0 | 17.0 | | | 15.1 |
| Maximum Reported Salary | 33.0 | 20.0 | | | 33.0 |
| Average Salary | 26.3 | 18.3 | | | 21.4 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 2,000,000 - $ 5,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **PERSONNEL** | | | | | |
| 31. PERSONNEL MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | D | D | 1 |
| Minimum Reported Salary | | | | | 14.8 |
| Maximum Reported Salary | | | | | 33.5 |
| Average Salary | | | | | 22.2 |
| 32. OFFICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 1 | 1 | 2 | 2 |
| Minimum Reported Salary | 18.7 | 18.0 | 15.0 | 19.5 | 15.0 |
| Maximum Reported Salary | 29.7 | 30.0 | 31.0 | 30.0 | 31.0 |
| Average Salary | 23.7 | 23.2 | 20.2 | 23.8 | 22.3 |
| **PURCHASING** | | | | | |
| 33. PURCHASING AGENT | | | | | |
| Average Number of Persons Responsible For | | 1 | D | 1 | 1 |
| Minimum Reported Salary | | 21.0 | | 19.0 | 19.0 |
| Maximum Reported Salary | | 44.7 | | 35.0 | 44.7 |
| Average Salary | | 27.4 | | 28.0 | 27.5 |
| 34. BUYER | | | | | |
| Average Number of Persons Responsible For | 1 | D | 1 | 0 | 1 |
| Minimum Reported Salary | 23.4 | | 19.2 | 11.9 | 11.9 |
| Maximum Reported Salary | 32.0 | | 27.0 | 23.0 | 32.0 |
| Average Salary | 28.1 | | 22.0 | 16.8 | 22.8 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 5,000,000 - $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MANUFACTURING | | | | | |
| 1. GENERAL MANAGER | | | | | |
| Average Number of Persons Responsible For | 88 | 65 | 73 | D | 75 |
| Minimum Reported Salary | 60.0 | 42.6 | 31.5 | | 31.5 |
| Maximum Reported Salary | 84.0 | 110.0 | 110.0 | | 110.0 |
| Average Salary | 74.4 | 83.5 | 67.7 | | 72.8 |
| 2. PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | 45 | 48 | 61 | 33 | 46 |
| Minimum Reported Salary | 40.0 | 30.0 | 25.0 | 30.0 | 25.0 |
| Maximum Reported Salary | 74.8 | 80.0 | 75.0 | 138.0 | 138.0 |
| Average Salary | 53.1 | 50.2 | 49.0 | 55.3 | 51.9 |
| 3. PRODUCTION MANAGER, SUPERINTENDENT | | | | | |
| Average Number of Persons Responsible For | 24 | 45 | 27 | 26 | 30 |
| Minimum Reported Salary | 31.5 | 25.0 | 20.3 | 29.0 | 20.3 |
| Maximum Reported Salary | 48.3 | 58.9 | 44.6 | 49.8 | 58.9 |
| Average Salary | 40.5 | 39.6 | 33.0 | 40.6 | 38.3 |
| 4. GENERAL FOREMAN | | | | | |
| Average Number of Persons Responsible For | 57 | 25 | 35 | 38 | 40 |
| Minimum Reported Salary | 24.0 | 16.1 | 20.0 | 25.0 | 16.1 |
| Maximum Reported Salary | 41.0 | 37.0 | 37.0 | 60.2 | 60.2 |
| Average Salary | 28.6 | 21.5 | 26.3 | 32.2 | 26.5 |
| 5. MANAGER/PLANT OR INDUSTRIAL ENGINEER | | | | | |
| Average Number of Persons Responsible For | 1 | | 4 | D | 2 |
| Minimum Reported Salary | 25.0 | | 33.0 | | 25.0 |
| Maximum Reported Salary | 41.0 | | 45.0 | | 45.0 |
| Average Salary | 34.6 | | 39.3 | | 36.4 |
| 6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER | | | | | |
| Average Number of Persons Responsible For | 4 | D | D | 7 | 5 |
| Minimum Reported Salary | 21.0 | | | 30.0 | 21.0 |
| Maximum Reported Salary | 41.5 | | | 38.4 | 41.5 |
| Average Salary | 31.3 | | | 34.2 | 32.0 |
| 7. MANAGER, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 6 | 4 | 5 | 4 | 4 |
| Minimum Reported Salary | 35.0 | 26.5 | 18.0 | 28.0 | 18.0 |
| Maximum Reported Salary | 42.7 | 38.5 | 43.0 | 47.8 | 47.8 |
| Average Salary | 38.9 | 32.5 | 33.0 | 35.4 | 34.4 |
| 8. SUPERVISOR, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | D | 3 | D | D | 3 |
| Minimum Reported Salary | | 25.2 | | | 25.2 |
| Maximum Reported Salary | | 36.7 | | | 36.7 |
| Average Salary | | 30.5 | | | 28.6 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 5,000,000 - $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING** | | | | | |
| 9. VICE PRESIDENT SALES/SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | 8 | 2 | 6 | 4 | 4 |
| Minimum Reported Salary | 46.0 | 34.0 | 24.0 | 45.0 | 24.0 |
| Maximum Reported Salary | 58.5 | 80.0 | 75.0 | 79.5 | 80.0 |
| Average Salary | 52.4 | 57.1 | 49.8 | 61.6 | 54.6 |
| 10. ASSISTANT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | D | | D | D | 1 |
| Minimum Reported Salary | | | | | 25.6 |
| Maximum Reported Salary | | | | | 55.0 |
| Average Salary | | | | | 33.9 |
| 11. REGIONAL/DISTRICT SALES MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | D | 1 | 1 |
| Minimum Reported Salary | | | | 39.0 | 35.7 |
| Maximum Reported Salary | | | | 67.8 | 67.8 |
| Average Salary | | | | 53.1 | 45.3 |
| 12. SENIOR SALESPERSON | | | | | |
| Average Number of Persons Responsible For | D | 0 | D | 0 | 0 |
| Minimum Reported Salary | | 30.0 | | 30.0 | 30.0 |
| Maximum Reported Salary | | 60.0 | | 60.0 | 60.0 |
| Average Salary | | 40.0 | | 45.4 | 43.3 |
| 13. SALESPERSON 5 - 10 YEARS | | | | | |
| Average Number of Persons Responsible For | | D | D | D | 0 |
| Minimum Reported Salary | | | | | 31.0 |
| Maximum Reported Salary | | | | | 45.0 |
| Average Salary | | | | | 39.9 |
| 14. SALESPERSON 3 - 5 YEARS | | | | | |
| Average Number of Persons Responsible For | | 0 | D | D | 0 |
| Minimum Reported Salary | | 25.0 | | | 25.0 |
| Maximum Reported Salary | | 52.0 | | | 52.0 |
| Average Salary | | 42.3 | | | 38.9 |
| 15. SALESPERSON 1 - 3 YEARS | | | | | |
| Average Number of Persons Responsible For | D | D | D | 0 | 0 |
| Minimum Reported Salary | | | | 30.0 | 15.0 |
| Maximum Reported Salary | | | | 46.3 | 46.3 |
| Average Salary | | | | 38.2 | 32.5 |
| 16. SALES TRAINEE | | | | | |
| Average Number of Persons Responsible For | | | | D | D |
| Minimum Reported Salary | | | | | |
| Maximum Reported Salary | | | | | |
| Average Salary | | | | | |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 5,000,000 - $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING (Continued)** | | | | | |
| 17. CUSTOMER SERVICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 2 | 0 | 1 | 1 |
| Minimum Reported Salary | 25.2 | 18.0 | 19.6 | 17.0 | 17.0 |
| Maximum Reported Salary | 29.6 | 35.0 | 51.0 | 36.2 | 51.0 |
| Average Salary | 27.6 | 26.3 | 29.8 | 27.6 | 27.5 |
| **FINANCE AND ADMINISTRATIVE** | | | | | |
| 18. TREASURER | | | | | |
| Average Number of Persons Responsible For | D | 2 | D | D | 4 |
| Minimum Reported Salary | | 42.0 | | | 42.0 |
| Maximum Reported Salary | | 80.0 | | | 80.0 |
| Average Salary | | 55.5 | | | 56.5 |
| 19. CONTROLLER OR ACCOUNTING MANAGER | | | | | |
| Average Number of Persons Responsible For | 4 | 1 | 2 | 3 | 2 |
| Minimum Reported Salary | 32.5 | 32.2 | 18.0 | 30.0 | 18.0 |
| Maximum Reported Salary | 38.3 | 39.0 | 47.2 | 46.2 | 47.2 |
| Average Salary | 35.9 | 36.3 | 35.3 | 37.4 | 36.1 |
| 20. ACCOUNTANT - COST SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | D | D | 2 | 1 | 1 |
| Minimum Reported Salary | | | 18.0 | 39.6 | 18.0 |
| Maximum Reported Salary | | | 30.0 | 44.0 | 44.0 |
| Average Salary | | | 24.3 | 41.1 | 31.4 |
| 21. ACCOUNTANT - GENERAL SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | D | 1 | 2 | D | 1 |
| Minimum Reported Salary | | 17.0 | 18.8 | | 17.0 |
| Maximum Reported Salary | | 25.4 | 26.0 | | 44.0 |
| Average Salary | | 21.8 | 22.2 | | 25.0 |
| 22. CREDIT MANAGER | | | | | |
| Average Number of Persons Responsible For | D | D | | D | 0 |
| Minimum Reported Salary | | | | | 20.0 |
| Maximum Reported Salary | | | | | 32.5 |
| Average Salary | | | | | 25.4 |
| 23. MANAGER - ELECTRONIC DATA PROCESSING | | | | | |
| Average Number of Persons Responsible For | | D | 3 | D | 2 |
| Minimum Reported Salary | | | 25.0 | | 24.0 |
| Maximum Reported Salary | | | 42.0 | | 42.0 |
| Average Salary | | | 34.0 | | 30.6 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 5,000,000 - $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **ENGINEERING** | | | | | |
| **24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER** | | | | | |
| Average Number of Persons Responsible For | D | D | D | D | 1 |
| Minimum Reported Salary | | | | | 30.0 |
| Maximum Reported Salary | | | | | 80.0 |
| Average Salary | | | | | 44.5 |
| **25. CHIEF ENGINEER OR PLANT MANAGER** | | | | | |
| Average Number of Persons Responsible For | D | 3 | 4 | 3 | 4 |
| Minimum Reported Salary | | 35.0 | 31.0 | 30.0 | 30.0 |
| Maximum Reported Salary | | 52.0 | 47.0 | 68.3 | 68.3 |
| Average Salary | | 43.8 | 40.2 | 46.4 | 44.7 |
| **26. MANUFACTURING ENGINEERING MANAGER** | | | | | |
| Average Number of Persons Responsible For | 5 | 3 | D | D | 5 |
| Minimum Reported Salary | 30.0 | 25.0 | | | 25.0 |
| Maximum Reported Salary | 55.0 | 41.6 | | | 55.0 |
| Average Salary | 39.8 | 33.9 | | | 37.8 |
| **27. SENIOR MANAGER** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 1 | D | 1 |
| Minimum Reported Salary | 28.3 | 32.0 | 22.5 | | 22.5 |
| Maximum Reported Salary | 43.5 | 48.0 | 27.0 | | 86.9 |
| Average Salary | 39.4 | 42.5 | 23.8 | | 36.9 |
| **28. PRODUCT DESIGNER** | | | | | |
| Average Number of Persons Responsible For | | | 0 | D | 0 |
| Minimum Reported Salary | | | 15.0 | | 15.0 |
| Maximum Reported Salary | | | 33.0 | | 40.0 |
| Average Salary | | | 22.3 | | 26.8 |
| **29. MOLD DESIGNER** | | | | | |
| Average Number of Persons Responsible For | | D | 1 | D | 2 |
| Minimum Reported Salary | | | 20.0 | | 20.0 |
| Maximum Reported Salary | | | 36.0 | | 51.4 |
| Average Salary | | | 27.7 | | 32.3 |
| **30. ESTIMATOR** | | | | | |
| Average Number of Persons Responsible For | D | 0 | 0 | D | 0 |
| Minimum Reported Salary | | 16.0 | 21.2 | | 16.0 |
| Maximum Reported Salary | | 31.2 | 32.0 | | 33.6 |
| Average Salary | | 23.8 | 25.7 | | 26.2 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME $ 5,000,000 - $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **PERSONNEL** | | | | | |
| 31. PERSONNEL MANAGER | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 4 | 1 | 2 |
| Minimum Reported Salary | 20.0 | 21.5 | 20.0 | 24.0 | 20.0 |
| Maximum Reported Salary | 33.0 | 48.1 | 42.0 | 42.0 | 48.1 |
| Average Salary | 26.1 | 31.2 | 30.5 | 30.7 | 29.5 |
| 32. OFFICE MANAGER | | | | | |
| Average Number of Persons Responsible For | | 5 | 3 | D | 3 |
| Minimum Reported Salary | | 19.0 | 27.0 | | 19.0 |
| Maximum Reported Salary | | 30.0 | 31.5 | | 31.5 |
| Average Salary | | 23.0 | 29.5 | | 26.5 |
| **PURCHASING** | | | | | |
| 33. PURCHASING AGENT | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 1 | 0 | 1 |
| Minimum Reported Salary | 19.0 | 18.0 | 25.6 | 20.4 | 18.0 |
| Maximum Reported Salary | 52.5 | 37.7 | 51.0 | 39.0 | 52.5 |
| Average Salary | 32.7 | 29.4 | 33.8 | 26.4 | 30.7 |
| 34. BUYER | | | | | |
| Average Number of Persons Responsible For | D | D | D | D | 0 |
| Minimum Reported Salary | | | | | 13.3 |
| Maximum Reported Salary | | | | | 31.0 |
| Average Salary | | | | | 22.0 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME OVER $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MANUFACTURING | | | | | |
| 1. GENERAL MANAGER | | | | | |
| Average Number of Persons Responsible For | 191 | 127 | 157 | 323 | 161 |
| Minimum Reported Salary | 57.0 | 49.4 | 45.0 | 80.0 | 45.0 |
| Maximum Reported Salary | 208.0 | 189.0 | 120.0 | 110.0 | 208.0 |
| Average Salary | 100.0 | 79.1 | 81.4 | 95.3 | 85.7 |
| 2. PLANT MANAGER | | | | | |
| Average Number of Persons Responsible For | 98 | 99 | 102 | 105 | 100 |
| Minimum Reported Salary | 36.5 | 34.6 | 37.0 | 39.6 | 34.6 |
| Maximum Reported Salary | 88.0 | 99.8 | 124.7 | 78.4 | 124.7 |
| Average Salary | 60.9 | 53.9 | 63.4 | 60.4 | 58.1 |
| 3. PRODUCTION MANAGER, SUPERINTENDENT | | | | | |
| Average Number of Persons Responsible For | 50 | 85 | 54 | 69 | 69 |
| Minimum Reported Salary | 34.0 | 27.6 | 30.0 | 32.0 | 27.6 |
| Maximum Reported Salary | 65.0 | 79.9 | 80.1 | 65.0 | 80.1 |
| Average Salary | 43.4 | 40.7 | 41.0 | 42.2 | 41.5 |
| 4. GENERAL FOREMAN | | | | | |
| Average Number of Persons Responsible For | 54 | 76 | 53 | 44 | 62 |
| Minimum Reported Salary | 24.7 | 20.0 | 23.0 | 26.6 | 20.0 |
| Maximum Reported Salary | 38.0 | 44.0 | 98.1 | 35.0 | 98.1 |
| Average Salary | 32.0 | 28.5 | 34.0 | 32.6 | 30.4 |
| 5. MANAGER/PLANT OR INDUSTRIAL ENGINEER | | | | | |
| Average Number of Persons Responsible For | 4 | 7 | 9 | 4 | 6 |
| Minimum Reported Salary | 37.2 | 22.9 | 30.0 | 35.0 | 22.9 |
| Maximum Reported Salary | 54.0 | 60.0 | 82.4 | 52.0 | 82.4 |
| Average Salary | 41.1 | 39.3 | 46.4 | 41.5 | 41.5 |
| 6. TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER | | | | | |
| Average Number of Persons Responsible For | 9 | 5 | 7 | 9 | 7 |
| Minimum Reported Salary | 28.0 | 22.0 | 20.0 | 21.0 | 20.0 |
| Maximum Reported Salary | 58.0 | 40.0 | 69.0 | 47.3 | 69.0 |
| Average Salary | 37.7 | 28.6 | 38.0 | 32.1 | 32.7 |
| 7. MANAGER, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 12 | 10 | 7 | 3 | 9 |
| Minimum Reported Salary | 28.0 | 21.0 | 21.0 | 20.8 | 20.8 |
| Maximum Reported Salary | 72.6 | 67.0 | 60.9 | 65.0 | 72.6 |
| Average Salary | 39.1 | 38.4 | 37.8 | 38.1 | 38.5 |
| 8. SUPERVISOR, QUALITY CONTROL | | | | | |
| Average Number of Persons Responsible For | 19 | 6 | 4 | 11 | 7 |
| Minimum Reported Salary | 24.0 | 16.0 | 21.5 | 15.1 | 15.1 |
| Maximum Reported Salary | 46.2 | 47.5 | 32.0 | 61.2 | 61.2 |
| Average Salary | 31.2 | 27.2 | 27.9 | 29.0 | 27.9 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME OVER $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **MARKETING** | | | | | |
| **9. VICE PRESIDENT SALES/SALES MANAGER** | | | | | |
| Average Number of Persons Responsible For | 9 | 6 | 8 | 9 | 7 |
| Minimum Reported Salary | 48.0 | 40.0 | 37.0 | 54.0 | 37.0 |
| Maximum Reported Salary | 111.2 | 129.5 | 69.0 | 117.0 | 129.5 |
| Average Salary | 76.4 | 67.8 | 55.7 | 69.8 | 67.9 |
| **10. ASSISTANT SALES MANAGER** | | | | | |
| Average Number of Persons Responsible For | 2 | 7 | 8 | | 5 |
| Minimum Reported Salary | 30.0 | 28.0 | 23.1 | | 23.1 |
| Maximum Reported Salary | 70.0 | 61.4 | 55.0 | | 70.0 |
| Average Salary | 49.7 | 54.8 | 37.4 | | 51.1 |
| **11. REGIONAL/DISTRICT SALES MANAGER** | | | | | |
| Average Number of Persons Responsible For | 3 | 2 | 0 | 2 | 2 |
| Minimum Reported Salary | 37.3 | 36.0 | 34.5 | 45.0 | 34.5 |
| Maximum Reported Salary | 75.8 | 75.5 | 61.0 | 70.4 | 75.8 |
| Average Salary | 54.9 | 46.5 | 44.3 | 52.7 | 48.2 |
| **12. SENIOR SALESPERSON** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 1 | 0 | 0 |
| Minimum Reported Salary | 37.0 | 28.6 | 19.6 | 39.6 | 19.6 |
| Maximum Reported Salary | 120.0 | 90.0 | 52.4 | 54.9 | 120.0 |
| Average Salary | 62.3 | 45.5 | 44.0 | 48.6 | 52.1 |
| **13. SALESPERSON 5 - 10 YEARS** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 20.0 | 20.9 | 35.0 | 30.0 | 20.0 |
| Maximum Reported Salary | 75.0 | 60.0 | 50.0 | 49.2 | 75.0 |
| Average Salary | 44.8 | 44.3 | 37.1 | 36.5 | 43.0 |
| **14. SALESPERSON 3 - 5 YEARS** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 17.0 | 17.2 | 30.0 | 30.0 | 17.0 |
| Maximum Reported Salary | 50.0 | 54.0 | 43.2 | 42.6 | 54.0 |
| Average Salary | 36.6 | 36.6 | 40.0 | 38.1 | 37.1 |
| **15. SALESPERSON 1 - 3 YEARS** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | 0 | 0 |
| Minimum Reported Salary | 14.5 | 16.0 | 25.0 | 31.6 | 14.5 |
| Maximum Reported Salary | 42.1 | 45.5 | 35.0 | 39.0 | 45.5 |
| Average Salary | 30.9 | 31.5 | 30.6 | 34.4 | 31.6 |
| **16. SALES TRAINEE** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | D | D | 1 |
| Minimum Reported Salary | 18.3 | 20.0 | | | 18.3 |
| Maximum Reported Salary | 35.0 | 31.5 | | | 35.0 |
| Average Salary | 21.8 | 27.9 | | | 25.0 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME OVER $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| MARKETING (Continued) | | | | | |
| 17. CUSTOMER SERVICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 4 | 3 | 3 | 2 | 3 |
| Minimum Reported Salary | 24.0 | 18.5 | 20.0 | 21.0 | 18.5 |
| Maximum Reported Salary | 61.8 | 48.0 | 40.0 | 44.2 | 61.8 |
| Average Salary | 36.0 | 31.1 | 31.7 | 29.2 | 31.9 |
| FINANCE AND ADMINISTRATIVE | | | | | |
| 18. TREASURER | | | | | |
| Average Number of Persons Responsible For | 11 | 7 | 9 | 5 | 8 |
| Minimum Reported Salary | 47.5 | 32.0 | 45.4 | 60.0 | 32.0 |
| Maximum Reported Salary | 79.3 | 90.0 | 90.0 | 90.0 | 90.0 |
| Average Salary | 65.1 | 61.3 | 65.8 | 71.3 | 64.0 |
| 19. CONTROLLER OR ACCOUNTING MANAGER | | | | | |
| Average Number of Persons Responsible For | 5 | 5 | 5 | 8 | 5 |
| Minimum Reported Salary | 32.2 | 30.0 | 28.0 | 31.5 | 28.0 |
| Maximum Reported Salary | 80.0 | 63.5 | 60.0 | 58.9 | 80.0 |
| Average Salary | 48.7 | 45.6 | 41.9 | 51.4 | 45.9 |
| 20. ACCOUNTANT - COST SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | 2 | 1 | D | D | 1 |
| Minimum Reported Salary | 21.1 | 20.0 | | | 20.0 |
| Maximum Reported Salary | 35.6 | 40.0 | | | 40.0 |
| Average Salary | 29.6 | 28.5 | | | 28.5 |
| 21. ACCOUNTANT - GENERAL SUPERVISOR | | | | | |
| Average Number of Persons Responsible For | 3 | 2 | 3 | 7 | 3 |
| Minimum Reported Salary | 26.0 | 20.4 | 20.0 | 30.0 | 20.0 |
| Maximum Reported Salary | 40.0 | 53.8 | 60.5 | 46.2 | 60.5 |
| Average Salary | 27.9 | 29.8 | 31.7 | 33.5 | 30.4 |
| 22. CREDIT MANAGER | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 1 | D | 1 |
| Minimum Reported Salary | 20.0 | 21.3 | 19.3 | | 19.3 |
| Maximum Reported Salary | 57.8 | 41.0 | 35.0 | | 57.8 |
| Average Salary | 33.5 | 28.7 | 25.5 | | 29.8 |
| 23. MANAGER - ELECTRONIC DATA PROCESSING | | | | | |
| Average Number of Persons Responsible For | 8 | 2 | 1 | 3 | 3 |
| Minimum Reported Salary | 31.5 | 16.8 | 25.0 | 27.0 | 16.8 |
| Maximum Reported Salary | 83.0 | 61.0 | 48.7 | 60.0 | 83.0 |
| Average Salary | 48.1 | 37.1 | 34.5 | 42.1 | 39.2 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME OVER $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **ENGINEERING** | | | | | |
| **24. RESEARCH & DEVELOPMENT DEPARTMENT MANAGER** | | | | | |
| Average Number of Persons Responsible For | 8 | 6 | 6 | D | 6 |
| Minimum Reported Salary | 39.3 | 32.5 | 34.0 | | 32.5 |
| Maximum Reported Salary | 82.0 | 98.9 | 65.5 | | 98.9 |
| Average Salary | 59.5 | 59.3 | 51.9 | | 58.2 |
| **25. CHIEF ENGINEER OR PLANT MANAGER** | | | | | |
| Average Number of Persons Responsible For | 4 | 10 | 8 | 9 | 8 |
| Minimum Reported Salary | 40.0 | 22.5 | 39.0 | 42.0 | 22.5 |
| Maximum Reported Salary | 76.0 | 70.0 | 75.0 | 65.0 | 76.0 |
| Average Salary | 56.1 | 43.5 | 50.0 | 53.8 | 47.8 |
| **26. MANUFACTURING ENGINEERING MANAGER** | | | | | |
| Average Number of Persons Responsible For | 6 | 9 | 39 | 4 | 14 |
| Minimum Reported Salary | 44.0 | 27.4 | 29.0 | 41.4 | 27.4 |
| Maximum Reported Salary | 60.0 | 71.3 | 103.1 | 58.0 | 103.1 |
| Average Salary | 52.4 | 45.9 | 53.1 | 48.9 | 48.3 |
| **27. SENIOR MANAGER** | | | | | |
| Average Number of Persons Responsible For | 1 | 2 | 1 | D | 1 |
| Minimum Reported Salary | 32.5 | 28.0 | 30.0 | | 28.0 |
| Maximum Reported Salary | 65.8 | 55.5 | 49.1 | | 65.8 |
| Average Salary | 42.2 | 39.7 | 37.0 | | 39.8 |
| **28. PRODUCT DESIGNER** | | | | | |
| Average Number of Persons Responsible For | 1 | 1 | 1 | D | 1 |
| Minimum Reported Salary | 23.0 | 20.1 | 25.0 | | 20.1 |
| Maximum Reported Salary | 43.0 | 51.6 | 41.5 | | 51.6 |
| Average Salary | 34.9 | 32.5 | 34.5 | | 33.7 |
| **29. MOLD DESIGNER** | | | | | |
| Average Number of Persons Responsible For | 0 | 2 | 1 | 0 | 1 |
| Minimum Reported Salary | 27.8 | 18.0 | 24.0 | 30.0 | 18.0 |
| Maximum Reported Salary | 45.0 | 50.0 | 50.0 | 70.0 | 70.0 |
| Average Salary | 32.7 | 31.7 | 36.9 | 35.2 | 33.1 |
| **30. ESTIMATOR** | | | | | |
| Average Number of Persons Responsible For | 0 | 0 | 0 | D | 1 |
| Minimum Reported Salary | 21.5 | 19.8 | 18.6 | | 18.6 |
| Maximum Reported Salary | 32.0 | 43.6 | 28.0 | | 67.6 |
| Average Salary | 24.8 | 27.2 | 23.4 | | 27.4 |

D - Insufficient data; minimum 3 reporting companies required.

ANNUAL SALES VOLUME OVER $ 10,000,000

| DEPARTMENT/POSITION | REGION | | | | NATIONAL |
|---|---|---|---|---|---|
| | NORTHEAST | NORTH CENTRAL | SOUTH | WEST | |
| **PERSONNEL** | | | | | |
| 31. PERSONNEL MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 2 | 5 | 1 | 3 |
| Minimum Reported Salary | 27.0 | 18.0 | 19.0 | 21.0 | 18.0 |
| Maximum Reported Salary | 77.0 | 65.0 | 58.6 | 53.2 | 77.0 |
| Average Salary | 38.6 | 37.4 | 38.9 | 33.3 | 37.6 |
| 32. OFFICE MANAGER | | | | | |
| Average Number of Persons Responsible For | 2 | 4 | 2 | D | 3 |
| Minimum Reported Salary | 21.0 | 20.3 | 14.0 | | 14.0 |
| Maximum Reported Salary | 35.0 | 45.0 | 33.2 | | 45.0 |
| Average Salary | 28.9 | 28.7 | 23.4 | | 27.6 |
| **PURCHASING** | | | | | |
| 33. PURCHASING AGENT | | | | | |
| Average Number of Persons Responsible For | 2 | 2 | 3 | 2 | 2 |
| Minimum Reported Salary | 23.2 | 22.3 | 20.0 | 33.0 | 20.0 |
| Maximum Reported Salary | 68.3 | 50.9 | 56.2 | 40.0 | 68.3 |
| Average Salary | 38.1 | 35.2 | 36.5 | 35.6 | 36.2 |
| 34. BUYER | | | | | |
| Average Number of Persons Responsible For | 0 | 1 | 0 | 0 | 0 |
| Minimum Reported Salary | 16.1 | 13.0 | 15.0 | 21.5 | 13.0 |
| Maximum Reported Salary | 35.4 | 32.0 | 49.0 | 32.5 | 49.0 |
| Average Salary | 26.4 | 24.2 | 29.3 | 26.4 | 25.8 |

D - Insufficient data; minimum 3 reporting companies required.

# SALES POLICY

# SECTION

TYPE OF SALES FORCE EMPLOYED

| SALES VOLUME | TYPE OF SALES FORCE | | | IF COMBINATION, PERCENTAGE OF BUSINESS DONE THROUGH COMPANY SALESPEOPLE | | | | | | | | AVERAGE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | COMPANY SALESPEOPLE ONLY | MANUFACTURERS REPS OR SALES AGENTS | COMBINATION | 1.0-19.9 | 20.0-39.9 | 40.0-59.9 | 60.0-69.9 | 70.0-79.9 | 80.0-89.9 | 90.0-99.9 | N/R | |
| UP TO $ 1,000,000 | 6 | 2 | 4 | | 1 | | | 1 | 1 | 1 | | 67.5 |
| $ 1,000,000 TO $ 2,000,000 | 7 | 4 | 15 | | | 1 | 2 | 5 | | 5 | 2 | 75.8 |
| $ 2,000,000 TO $ 5,000,000 | 11 | 11 | 34 | 4 | 3 | 2 | 1 | 7 | 3 | 11 | 3 | 66.0 |
| $ 5,000,000 TO $ 10,000,000 | 7 | 8 | 19 | 2 | | 4 | 4 | | 3 | 6 | | 65.2 |
| OVER $ 10,000,000 | 21 | 5 | 52 | 2 | 4 | 9 | 5 | 8 | 8 | 14 | 2 | 68.2 |
| TOTAL | 52 | 30 | 124 | 8 | 8 | 16 | 12 | 21 | 15 | 37 | 7 | 67.9 |

N/R - No Response

COMPENSATION STRUCTURE FOR SALESPEOPLE

| SALES VOLUME | METHOD OF SALESPERSON COMPENSATION | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | STRAIGHT SALARY | STRAIGHT COMMISSION | STRAIGHT COMMISSION AND BONUS | SALARY PLUS COMMISSION | SALARY PLUS BONUS | SALARY PLUS COMMISSION PLUS BONUS | OTHER | N/R |
| UP TO $ 1,000,000 | 4 | | | 2 | 4 | | 1 | 1 |
| $ 1,000,000 TO $ 2,000,000 | 6 | 2 | 3 | 3 | 7 | 3 | | 2 |
| $ 2,000,000 TO $ 5,000,000 | 17 | 3 | 6 | 11 | 10 | 5 | 1 | 3 |
| $ 5,000,000 TO $ 10,000,000 | 14 | 2 | 3 | 3 | 9 | 2 | | 1 |
| OVER $ 10,000,000 | 14 | 4 | 1 | 11 | 33 | 14 | 1 | |
| TOTAL | 55 | 11 | 13 | 30 | 63 | 24 | 3 | 7 |

N/R - No Response

EXPENSES INCLUDED UNDER DIRECT SELLING COSTS

| SALES VOLUME | EXPENSES INCLUDED UNDER DIRECT SELLING COSTS | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | SALES-PEOPLE'S SALARIES | SALES-PEOPLE'S/ REPS COMMISSIONS | TRAVEL & ENTER-TAINMENT EXPENSES | TELEPHONE EXPENSES | SALES ADMINIS-TRATION & MANAGEMENT SALARIES | ORDER HANDLING & CUSTOMER SERVICE | ADVERTIS-ING & SALES PROMOTION EXPENSE | ROYALTIES | ENGINEER-ING | OTHER | N/R |
| UP TO $ 1,000,000 | 11 | 5 | 9 | 4 | 3 | 2 | 8 | 1 | 1 | | |
| $ 1,000,000 TO $ 2,000,000 | 18 | 15 | 18 | 13 | 12 | 4 | 10 | 2 | 2 | 1 | 2 |
| $ 2,000,000 TO $ 5,000,000 | 39 | 39 | 44 | 22 | 24 | 9 | 40 | 7 | 5 | 1 | 5 |
| $ 5,000,000 TO $ 10,000,000 | 27 | 21 | 26 | 19 | 21 | 15 | 27 | 1 | | | 2 |
| OVER $ 10,000,000 | 63 | 52 | 66 | 48 | 54 | 40 | 55 | 8 | 5 | 4 | 4 |
| TOTAL | 158 | 132 | 163 | 106 | 114 | 70 | 140 | 19 | 13 | 6 | 13 |

N/R - No Response

MOVING EXPENSE POLICY

| SALES VOLUME | PAY MOVING AND RELOCATION EXPENSES | | | | | |
|---|---|---|---|---|---|---|
| | NEWLY HIRED SALES PERSONNEL | | | PRESENT SALES PERSONNEL | | |
| | YES | NO | N/R | YES | NO | N/R |
| UP TO $ 1,000,000 | | 12 | | 1 | 10 | 1 |
| $ 1,000,000 TO $ 2,000,000 | 3 | 23 | | 3 | 21 | 2 |
| $ 2,000,000 TO $ 5,000,000 | 15 | 36 | 5 | 11 | 36 | 9 |
| $ 5,000,000 TO $ 10,000,000 | 13 | 19 | 2 | 10 | 19 | 5 |
| OVER $ 10,000,000 | 56 | 19 | 3 | 48 | 19 | 11 |
| TOTAL | 87 | 109 | 10 | 73 | 105 | 28 |

N/R - No Response

AUTOMOBILE OWNERSHIP POLICY

| SALES VOLUME | AUTOMOBILES USED FOR COMPANY BUSINESS | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | COMPANY OWNED | COMPANY LEASED | COMPANY OWNED & LEASED | EMPLOYEE OWNED | EMPLOYEE OWNED & LEASED | COMPANY & EMPLOYEE OWNED | EMPLOYEE OWNED OR COMPANY LEASED | N/R |
| UP TO $ 1,000,000 | 3 | 1 | | 2 | | 6 | | |
| $ 1,000,000 TO $ 2,000,000 | 8 | 5 | 2 | 7 | 2 | | 2 | |
| $ 2,000,000 TO $ 5,000,000 | 18 | 5 | 6 | 15 | | 11 | 1 | |
| $ 5,000,000 TO $ 10,000,000 | 11 | 5 | 1 | 9 | 1 | 4 | 1 | 2 |
| OVER $ 10,000,000 | 23 | 29 | 4 | 11 | 4 | 6 | 1 | |
| TOTAL | 63 | 45 | 13 | 44 | 7 | 27 | 5 | 2 |

N/R - No Response

| SALES VOLUME | REIMBURSE FOR AUTO EXPENSES | | | BASIS FOR REIMBURSEMENT | | | | |
|---|---|---|---|---|---|---|---|---|
| | YES | NO | N/R | ACTUAL EXPENSES INCURRED | SINGLE RATE MILEAGE ALLOWANCE | GRADUATED MILEAGE ALLOWANCE | FLAT MONTHLY ALLOWANCE | COMBINATION SINGLE RATE MILEAGE ALLOWANCE & FLAT MONTHLY ALLOWANCE |
| UP TO $ 1,000,000 | 10 | 2 | | 3 | 6 | | 1 | |
| $ 1,000,000 TO $ 2,000,000 | 18 | 7 | 1 | 9 | 5 | 1 | 3 | |
| $ 2,000,000 TO $ 5,000,000 | 44 | 12 | | 13 | 24 | | 7 | |
| $ 5,000,000 TO $ 10,000,000 | 27 | 5 | 2 | 9 | 14 | | 4 | |
| OVER $ 10,000,000 | 68 | 7 | 3 | 31 | 28 | 1 | 3 | 5 |
| TOTAL | 167 | 33 | 6 | 65 | 77 | 2 | 18 | 5 |

N/R - No Response

AUTOMBILE POLICY - REIMBURSEMENT AMOUNTS

| SALES VOLUME | SINGLE RATE MILEAGE ALLOWANCE (CENTS/MILE) | | | | FLAT MONTHLY ALLOWANCE (DOLLARS/MONTH) | | | |
|---|---|---|---|---|---|---|---|---|
| | 5.0-19.0 | 20.0-22.5 | 22.6-25.0 | OVER 25.0 | 100-299 | 300-399 | 400-499 | 500 & OVER |
| UP TO $ 1,000,000 | | 4 | 2 | | 1 | | | |
| $ 1,000,000 TO $ 2,000,000 | | 5 | | | | 1 | 2 | |
| $ 2,000,000 TO $ 5,000,000 | 2 | 13 | 7 | 2 | 1 | 2 | 2 | 2 |
| $ 5,000,000 TO $ 10,000,000 | 1 | 10 | 3 | | | 2 | 1 | 1 |
| OVER $ 10,000,000 | 1 | 18 | 9 | | | | 1 | 2 |
| TOTAL | 4 | 50 | 21 | 2 | 2 | 5 | 6 | 5 |

AUTOMOBILE POLICY

| SALES VOLUME | ALLOW PERSONAL USE OF COMPANY CAR | | | CHARGE EMPLOYEE FOR PERSONAL USE OF COMPANY CAR | | | DOES EMPLOYEE PAY FOR GAS, OIL, ETC. | | | PROVIDE COMPANY CAR FOR SALES MANAGER | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | YES | NO | N/R | YES | NO | N/R | YES | NO | N/R | YES | NO | N/R |
| UP TO $ 1,000,000 | 5 | 4 | 3 | 2 | 5 | 5 | | 5 | 7 | 2 | 10 | |
| $ 1,000,000 TO $ 2,000,000 | 17 | 5 | 4 | 6 | 14 | 6 | 6 | 10 | 10 | 11 | 15 | |
| $ 2,000,000 TO $ 5,000,000 | 31 | 19 | 6 | 16 | 24 | 16 | 12 | 19 | 25 | 26 | 29 | 1 |
| $ 5,000,000 TO $ 10,000,000 | 21 | 9 | 4 | 9 | 17 | 8 | 9 | 12 | 13 | 18 | 12 | 4 |
| OVER $ 10,000,000 | 61 | 11 | 6 | 40 | 24 | 14 | 35 | 26 | 17 | 52 | 24 | 2 |
| TOTAL | 135 | 48 | 23 | 73 | 84 | 49 | 62 | 72 | 72 | 109 | 90 | 7 |

N/R - No response

## COST OF MAINTAINING SALESPEOPLE IN FIELD

| SALES VOLUME | ANNUAL COST OF MAINTAINING A SALESPERSON IN FIELD (DOLLARS) | | | | | | | | | | | | AVERAGE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1,000-4,999 | 5,000-9,999 | 10,000-14,999 | 15,000-19,999 | 20,000-24,999 | 25,000-29,999 | 30,000-39,999 | 40,000-49,999 | 50,000-59,999 | 60,000-69,999 | 70,000 & OVER | N/R | |
| UP TO $ 1,000,000 | | 2 | | | 4 | | 2 | | | | | 4 | 20.0 |
| $ 1,000,000 TO $ 2,000,000 | 1 | 3 | | 2 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 12 | 27.9 |
| $ 2,000,000 TO $ 5,000,000 | 2 | 13 | 7 | 4 | 3 | 1 | 2 | 1 | 2 | | 1 | 20 | 17.1 |
| $ 5,000,000 TO $ 10,000,000 | 2 | | 4 | 4 | 4 | 1 | 2 | | 3 | | 2 | 12 | 28.4 |
| OVER $ 10,000,000 | | 5 | 7 | 5 | 4 | 10 | 10 | 1 | 2 | 1 | 5 | 28 | 29.8 |
| TOTAL | 5 | 23 | 18 | 15 | 16 | 13 | 18 | 3 | 8 | 2 | 9 | 76 | 25.3 |

N/R - No Response

ANNUAL TURNOVER RATE FOR SALESPEOPLE

| SALES VOLUME | TURNOVER RATE IN PERCENT | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | NO CHANGE | 1.0 - 9.9 | 10.0 - 19.9 | 20.0 - 29.9 | 30.0 - 39.9 | 60.0 - 74.9 | OVER 75.0 | N/R |
| UP TO $ 1,000,000 | 8 | | 1 | | | | 1 | 2 |
| $ 1,000,000 TO $ 2,000,000 | 21 | | 2 | | 1 | | | 2 |
| $ 2,000,000 TO $ 5,000,000 | 40 | 1 | 1 | 2 | | 1 | 1 | 10 |
| $ 5,000,000 TO $ 10,000,000 | 21 | 1 | 2 | 2 | 2 | 2 | 1 | 3 |
| OVER $ 10,000,000 | 48 | 10 | 5 | 5 | | 5 | 1 | 4 |
| TOTAL | 138 | 12 | 11 | 9 | 3 | 8 | 4 | 21 |

N/R - No Response

# MANUFACTURERS' REPRESENTATIVES SECTION

TYPE OF CONTRACT

| SALES VOLUME | WRITTEN CONTRACT | | | TYPE OF CONTRACT | | | |
|---|---|---|---|---|---|---|---|
| | YES | NO | N/R | SELF PERPETUATING | RENEWABLE YEARLY | OTHER | N/R |
| UP TO $ 1,000,000 | 2 | 3 | 1 | 1 | 1 | | |
| $ 1,000,000 TO $ 2,000,000 | 12 | 6 | 1 | 9 | 3 | | |
| $ 2,000,000 TO $ 5,000,000 | 29 | 16 | | 19 | 10 | | |
| $ 5,000,000 TO $ 10,000,000 | 20 | 6 | 1 | 16 | 2 | 2 | |
| OVER $ 10,000,000 | 40 | 17 | | 22 | 15 | 2 | 1 |
| TOTAL | 103 | 48 | 3 | 67 | 31 | 4 | 1 |

N/R - No Response

TERRITORY DEFINITION AND COMMISSION POLICY

| SALES VOLUME | WELL DEFINED TERRITORIES FOR REPRESENTATIVES | | | COMMISSION PAID FOR HOUSE ACCOUNTS IN TERRITORY | | |
|---|---|---|---|---|---|---|
| | YES | NO | N/R | YES | NO | N/R |
| UP TO $ 1,000,000 | 2 | 4 | | 2 | 3 | 1 |
| $ 1,000,000 TO $ 2,000,000 | 15 | 3 | 1 | 2 | 16 | 1 |
| $ 2,000,000 TO $ 5,000,000 | 33 | 10 | 2 | 9 | 34 | 2 |
| $ 5,000,000 TO $ 10,000,000 | 23 | 3 | 1 | 6 | 20 | 1 |
| OVER $ 10,000,000 | 50 | 6 | 1 | 11 | 45 | 1 |
| TOTAL | 123 | 26 | 5 | 30 | 118 | 6 |

N/R - No Response

POLICY ON REPRESENTATION

| SALES VOLUME | REPRESENTATIVES PERMITTED TO REPRESENT OTHER FIRMS | | | RESTRICTIONS PLACED ON REPRESENTATIVES WHILE REPRESENTING OTHER FIRMS | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | YES | NO | N/R | NO RESTRICTIONS | NON-COMPETITIVE PRODUCT | ADVANCED APPROVAL | NON-COMPETITIVE PRODUCT & ADVANCED APPROVAL | OTHER | N/R |
| UP TO $ 1,000,000 | 3 | 3 | | 2 | 1 | | | | |
| $ 1,000,000 TO $ 2,000,000 | 11 | 7 | 1 | 3 | 5 | 1 | | 1 | 1 |
| $ 2,000,000 TO $ 5,000,000 | 37 | 8 | | 3 | 26 | 2 | 3 | 1 | 2 |
| $ 5,000,000 TO $ 10,000,000 | 21 | 5 | 1 | 3 | 13 | 1 | 4 | | |
| OVER $ 10,000,000 | 37 | 20 | | 2 | 25 | 2 | 6 | 1 | 1 |
| TOTAL | 109 | 43 | 2 | 13 | 70 | 6 | 13 | 3 | 4 |

N/R - No Response

COMMISSION PAYMENT POLICY

| SALES VOLUME | FREQUENCY OF COMMISSION PAYMENTS | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | WEEKLY | BIWEEKLY | MONTHLY | QUARTERLY | UPON SHIPMENT/ INVOICING | UPON CUSTOMER PAYMENT | OTHER | N/R |
| UP TO $ 1,000,000 | | | 3 | 1 | 2 | | | |
| $ 1,000,000 TO $ 2,000,000 | | | 15 | | 2 | 1 | | 1 |
| $ 2,000,000 TO $ 5,000,000 | 1 | | 34 | 3 | 2 | 1 | 3 | 1 |
| $ 5,000,000 TO $ 10,000,000 | | 2 | 23 | | | 1 | | 1 |
| OVER $ 10,000,000 | | 2 | 42 | 2 | 3 | 4 | 4 | |
| TOTAL | 1 | 4 | 117 | 6 | 9 | 7 | 7 | 3 |

N/R - No Response

BASIS FOR COMMISSION

| SALES VOLUME | BASIS FOR CALCULATION OF COMMISSION PAYMENTS | | | | | |
|---|---|---|---|---|---|---|
| | SALES BOOKED | SHIPMENT OF ORDERS | INVOICING OF ORDERS | RECEIPT OF CUSTOMER PAYMENT | OTHER | N/R |
| UP TO $ 1,000,000 | | | 3 | 3 | | |
| $ 1,000,000 TO $ 2,000,000 | 1 | 2 | 4 | 11 | | 1 |
| $ 2,000,000 TO $ 5,000,000 | 1 | 4 | 20 | 18 | | 2 |
| $ 5,000,000 TO $ 10,000,000 | 2 | 3 | 12 | 9 | | 1 |
| OVER $ 10,000,000 | 1 | 12 | 28 | 14 | 2 | |
| TOTAL | 5 | 21 | 67 | 55 | 2 | 4 |

N/R - No Response

TYPES OF COMMISSION PLANS

| SALES VOLUME | TYPE OF COMMISSION PLAN | | | | | | | | RATES FOR FLAT RATE COMMISSION PLAN (PERCENT) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FLAT RATE NO EXPENSE ALLOWANCE | FLAT RATE PLUS EXPENSE ALLOWANCE | PROGRESS-IVE RATE | REGRESS-IVE RATE | VARYING RATE BY PRODUCT | VARYING RATE BY TYPE OF ACCOUNT | OTHER | N/R | 1.0-4.9 | 5.0-5.9 | 6.0-6.9 | 7.0-7.9 | 8.0-8.9 | 9.0-9.9 | 10.0-10.9 | 11.0 &OVER | N/R |
| UP TO $ 1,000,000 | 5 | | | | 1 | | | | | 3 | | | | | 2 | | |
| $ 1,000,000 TO $ 2,000,000 | 13 | 1 | 1 | | 2 | 1 | | 1 | 2 | 7 | | 1 | | | 2 | 2 | |
| $ 2,000,000 TO $ 5,000,000 | 32 | 1 | 1 | 3 | 3 | 3 | | 2 | 1 | 18 | 2 | 4 | 1 | | 6 | | 1 |
| $ 5,000,000 TO $ 10,000,000 | 17 | 1 | | | 6 | 1 | 1 | 1 | | 13 | | 2 | | | 1 | 1 | 1 |
| OVER $ 10,000,000 | 40 | 2 | 1 | 6 | 5 | 2 | 1 | | 4 | 30 | 3 | 3 | | | 1 | | 1 |
| TOTAL | 107 | 5 | 3 | 9 | 17 | 7 | 2 | 4 | 7 | 71 | 5 | 10 | 1 | 0 | 12 | 3 | 3 |

N/R - No Response

COMMISSION POLICY ON TOOLING, SET-UP CHARGES, RETURNS AND SPLIT SALES

| SALES VOLUME | COMMISSIONS PAID ON TOOLING SALES | | | COMMISSIONS PAID ON SET-UP CHARGES | | | COMMISSIONS REDUCED FOR RETURNED DEFECTIVE PRODUCTS | | | COMMISSION POLICY ON SPLIT SALES | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | BETWEEN DIFFERENT MANUFACTURERS REPS | | | BETWEEN COMPANY SALESPEOPLE AND REPS | | |
| | YES | NO | N/R | YES | NO | N/R | YES | NO | N/R | YES | NO | N/R | YES | NO | N/R |
| UP TO $ 1,000,000 | 1 | 5 | | | 6 | | 3 | 3 | | | 6 | | | 5 | 1 |
| $ 1,000,000 TO $ 2,000,000 | 2 | 16 | 1 | 3 | 15 | 1 | 11 | 6 | 2 | 6 | 10 | 3 | 4 | 13 | 2 |
| $ 2,000,000 TO $ 5,000,000 | 8 | 35 | 2 | 15 | 28 | 2 | 30 | 13 | 2 | 15 | 28 | 2 | 6 | 36 | 3 |
| $ 5,000,000 TO $ 10,000,000 | 3 | 22 | 2 | 2 | 24 | 1 | 21 | 5 | 1 | 9 | 15 | 3 | 6 | 17 | 4 |
| OVER $ 10,000,000 | 3 | 53 | 1 | 9 | 47 | 1 | 47 | 10 | | 16 | 40 | 1 | 4 | 50 | 3 |
| TOTAL | 17 | 131 | 6 | 29 | 120 | 5 | 112 | 37 | 5 | 46 | 99 | 9 | 20 | 121 | 13 |

N/R - No Response

POLICY ON CONTRACT TERMINATION

| SALES VOLUME | MAY CONTRACT BE TERMINATED BY EITHER PARTY | | | REQUIRED LENGTH OF TERMINATION NOTICE | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | YES | NO | N/R | NO NOTICE REQUIRED | LESS THAN 1 MONTH | 1 TO 3 MONTHS | 3 TO 6 MONTHS | OVER 6 MONTHS | OTHER |
| UP TO $ 1,000,000 | 4 | | 2 | | 1 | 2 | | | 1 |
| $ 1,000,000 TO $ 2,000,000 | 18 | | 1 | 4 | 2 | 12 | | | |
| $ 2,000,000 TO $ 5,000,000 | 39 | | 6 | 6 | 5 | 24 | 3 | 1 | |
| $ 5,000,000 TO $ 10,000,000 | 21 | 2 | 4 | 2 | | 16 | 3 | | |
| OVER $ 10,000,000 | 50 | 2 | 5 | 5 | 4 | 33 | 6 | 1 | 1 |
| TOTAL | 132 | 4 | 18 | 17 | 12 | 87 | 12 | 2 | 2 |

N/R - No Response

COMMISSION TERMINATION POLICY

| SALES VOLUME | COMMISSIONS PAID ON ORDERS BOOKED BUT SHIPPED AFTER TERMINATION | | | DATE OF TERMINATION OF COMMISSIONS IN EVENT OF DEATH OF REPRESENTATIVE | | | | |
|---|---|---|---|---|---|---|---|---|
| | YES | NO | N/R | IMMEDIATELY | AFTER SHIPMENT OF BOOKED ORDERS | NO PROVISION | OTHER | N/R |
| UP TO $ 1,000,000 | 4 | 1 | 1 | 4 | 1 | | | 1 |
| $ 1,000,000 TO $ 2,000,000 | 13 | 3 | 3 | 3 | 14 | | 1 | 1 |
| $ 2,000,000 TO $ 5,000,000 | 28 | 14 | 3 | 11 | 26 | 3 | 1 | 4 |
| $ 5,000,000 TO $ 10,000,000 | 14 | 10 | 3 | 6 | 15 | 1 | 1 | 4 |
| OVER $ 10,000,000 | 35 | 17 | 5 | 9 | 30 | 1 | 12 | 5 |
| TOTAL | 94 | 45 | 15 | 33 | 86 | 5 | 15 | 15 |

N/R - No Response

# APPENDIX - A

## LIST OF PARTICIPANTS

ACTON ASSOCIATES, INC.
PITTSTON, PA 18640

ADMO, INC.
SCHAUMBURG, IL 60193

AKEMI PLASTICS, INC.
EATON RAPIDS, MI 48827

ALAMO FOAM, INC.
SAN ANTONIO, TX 78233

ALLEN EXTRUDERS, INC.
HOLLAND, MI 49423

ALLFOAM INDUSTRIES, INC.
ELMHURST, IL 60126

ALLIED INDUSTRIES, INC.
ROGERS, MN 55374

AMERICAN ACRYLIC CORP.
WEST BABYLON, NY 11704

AMEX PACKAGING, LIMITED
MOORESVILLE, NC 28115

ANAHEIM CUSTOM EXTRUDERS, INC.
ANAHEIM, CA 92806

APPLIED COMPOSITES
ST. CHARLES, IL 60174

ARIZONA FOAM & SPRAY
MESA, AZ 85211

ARKANSAS PLASTICS, INC.
SULPHUR SPRINGS, AR 72768

ATLAS ALCHEM PLASTICS
CAPE GIRARDEAU, MO 63701

BANGOR PLASTICS, INC.
BANGOR, MI 49013

BEDFORD PLASTICS, INC.
WORTHINGTON, MN 56187

BELLAND INC.
NEW YORK, NY 10022

BEMIS MANUFACTURING CO.
SHEBOYGAN, WI 53085

BIG VALLEY PLASTICS, INC.
SUMNER, WA 98390

BLAKO INDUSTRIES, INC.
DUNBRIDGE, OH 43414

BRISTOL FIBERLITE INDUSTRIES
SANTA ANA, CA 92707

BONNELL PLASTICS, INC.
NICKLETON, NJ 08056

CADILLAC PRODUCTS, INC.
TROY, MI 48083

CELLOX CORP.
REEDSBURG, WI 53959

CENTRAL PLASTICS CO.
SHAWNEE, OK 74801

CENTURY INSULATION MFG. CO.
UNION, MS 39365

CHEM-ELAST COATINGS, INC.
ST. LOUIS, MO 63144

CHEMGRATE CORPORATION OF WASH.
WOODINVILLE, WA 98011

CHILI PLASTICS, INC.
ROCHESTER, NY 14624

CHURCHILL CONTAINER
SHAWNEE, KS 66218

CLEARPLASS CONTAINERS, INC.
LYONS, NY 14489

COLGATE PLASTICS CORP.
BUFFALO, NY 14220

COLT'S PLASTICS CO., INC.
DAYVILLE, CT 06241

COMPOSITECH LTD.
HAUPPAUGE, NY 11788

CONCEPT POLYMER TECHNOLOGIES
CLEARWATER, FL 34624

CONSOLIDATED METCO, INC.
CASHIERS, NC 28717

CONTAINER CORP. OF AMERICA
WILMINGTON, DE 19802

CONTINENTAL PLASTIC CONTAINER
NORWALK, CT 06856

CONTINENTAL PLASTICS, INC.
TRIADELPHIA, WV 26059

COWAN PLASTIC PRODUCTS CORP.
PROVIDENCE, RI 02909

CREATIVE FORMING
RIPON, WI 54971

CROSBY MFG. CO.
CROSBY, MN 56441

CROSSLINK TECHNOLOGY, INC.
TORONTO, ONT. M9W 576 CANADA

CYANEDE PLASTICS, INC.
HENDERSON, KY 42420

CYRO INDUSTRIES
MT. ARLINGTON, NJ 07856

DEKALB MOLDED PLASTICS
BUTLER, IN 46721

DIEMOLDING CORP.
CANASTOTA, NY 13032

DIMCO GRAY CO.
CENTERVILLE, OH 45458

WALTER DRAKE, INC.
HOLYOKE, MA 01041

DYNEPCO, INC.
FLANDERS, NJ 07836

EAGLE-PICHER PLASTICS DIV.
GRABILL, IN 46741

ECONO-BLAST LTD., INC.
ST. PETERSBURG, FL 33716

EFP CORPORATION
ELKHART, IN 46515

EGC CORP.
HOUSTON, TX 77222

ELECTRO-GENERAL PLASTICS CORP.
CLEVELAND, OH 44120

ENGINEERING PLASTICS, INC.
WESTBORO, MA 01581

ESSEF CORP. FAME PLASTICS
STATESVILLE, NC 28677

EXXENE CORP.
CORPUS CHRISTI, TX 78414

FABRI-KAL CORP.
KALAMAZOO, MI 49001

FEDERAL MOLDING CO.
SANFORD, NC 27330

FIBERGRATE CORP.
DALLAS, TX 75381

FLECK CO., INC.
AUBURN, WA 98002

FLYING "W" PLASTICS, INC.
GLENVILLE, WV 26351

FOAM MOLDING CO. OF ARKANSAS
ROGERS, AR 72756

FORM PAC CORP.
SANDUSKY, OH 44871

GAGE INDUSTRIES, INC.
LAKE OSWEGO, OR 97035

GENERAL THERMOFORMING, CORP.
YONKERS, NY 10701

THE GENERAL INDUSTRIES CO.
ELYRIA, OH 44036

GOLD BOND BUILDING PRODUCTS
CHARLOTTE, NC 28211

GR TECHNICAL SERVICE
CLARK, NJ 07066

GRAHAM PRODUCTS LIMITED
INGLEWOOD, ONTARIO, CANADA LON 1KO

GROHEN TOOL & DIE CO., INC.
SAN LEANDRO, CA 94577

W.M. GULLIKSEN MFG. CO., INC.
WEST ROXBURY, MA 02132

G.W. FIBERGLASS, INC.
O'FALLON, MO 63366

HALL MANUFACTURING CORP.
RINGWOOD, NJ 07456

R.D. HARRIS & ASSOCIATES
TEMPE, AZ 85281

HASBROUCK PLASTICS, INC.
LAKEVIEW, NY 14085

HAYSITE REINFORCED PLASTICS
ERIE, PA 16509

HEDWIN CORP.
BALTIMORE, MD 21211

HI TECH MOLD & TOOL, INC.
PITTSFIELD, MA 01201

HIGHLAND PLASTICS
PASADENA, CA 91103

HURON PLASTICS GROUP, INC.
ST. CLAIR, MI 48079

IMCO REINFORCED PLASTICS, INC.
MOORESTOWN, NJ 08057

IMPACT EXTRUSIONS, INC.
GRAND PRAIRIE, TX 75053

INNOVATIVE PLASTICS CORP.
ORANGEBURG, NY 10962

INTERNATIONAL REINFORCED PLASTICS
DENMARK, SC 29042

JAMES RIVER-HANDI CUP, INC.
CORTE MADERA, CA 94925

JOHNSON CONTROLS, INC.
MANCHESTER, MI 48158

KAMCO PLASTICS, ING.
SCHAUMBURG, IL 60173

KAYSAM CORP. OF AMERICA
PATERSON, NJ 07503

KAYSUN CORP.
MANITOWOC, WI 54221

KESSLER PRODUCTS CO.
YOUNGSTOWN, OH 44501

KIEHL ENGINEERING CO., INC.
BENSENVILLE, IL 60106

KLOCKNER-PENTAPLAST OF AMERICA
GORDONSVILLE, VA 22942

KOLLER CRAFT PLASTIC PROD. DIV
FENTON, MO 63026

WILLIAM KREYSLER & ASSOCIATES
PENNGROVE, CA 94951

LAUDERDALE COMPONENTS, INC.
FT. LAUDERDALE, FL 33309

L.B. PLASTICS, INC.
MOORESVILLE, NC 28115

LEAKTITE CORPORATION
LEOMINSTER, MA 01453

LIBERTY POLYGLAS, INC.
WEST MIFFLIN, PA 15122

MACK MOLDING CO.
ARLINGTON, VT 05250

MANKATO CORPORATION
MANKATO, MN 56001

MARYLAND PLASTICS, INC.
FEDERALSBURG, MD 21632

MASTER SHIELD INC.
WEATHERFORD, TX 76086

MAYNARD PLASTICS CO., INC.
SALEM, MA 01970

MENASHA CORPORATION/MPD
WATERTOWN, WI 53094

MFG JUSTIN TANKS, INC.
GEORGETOWN, DE 19947

MICHIGAN PLASTIC PRODUCTS CO.
GRAND HAVEN, MI 49417

MITECH WIRE CORPORATION
HOUSTON, TX 77257

MITTEN VINYL, INC.
CAMBRIDGE, ONTARIO, CANADA N1R 7E5

MOBIL CHEMICAL COMPANY
HOUSTON, TX 77032

MOLDED FIBERGLASS & PLASTICS
OREGON CITY, OR 97045

THE MOLDING COMPANY
DAYTON, OH 45458

MOLDTEK, INC.
ROME, GA 30161

NETRA PLASTICS
MOUNTAIN VIEW, CA 94041

PACIFIC PLASTIC TECHNOLOGY
S. EL MONTE, CA 91733

PACIFIC ALLIED PRODUCTS, LTD.
EWA BEACH, HI 96707

PACKAGING INDUSTRIES GROUP INC.
HYANNIS, MA 02601

PEERLESS MOLDED PLASTICS, INC.
TOLEDO, OH 43615

PENDA CORP.
PORTAGE, WI 53901

PEN PLAST, INC.
CLEARWATER, FL 33546

PERRIN MFG. COMPANY
LA PUENTE, CA 91749

PIXLEY-RICHARDS, INC.
PLYMOUTH, MA 02360

PLASTEC PRODUCTS, INC.
FORT COLLINS, CO. 80524

PLASTIC ART PRODUCTS
GREELEY, CO 80631

PLASTIC-DRUM CORP.
LOCKPORT, IL 60441

PLASTIC ENTERPRISES CO., INC.
INDEPENDENCE, MO 64051

PLASTIC INGENUITY INC.
CROSS PLAINS, WI 53528

PLASTIC INDUSTRIES, INC.
ATHENS, TN 37303

THE PLASTIC MOLDINGS CORP.
CINCINNATI, OH 45214

PLASTIMATIC, INC.
FAIRFIELD, NJ 07006

PLASTOFILM IND., INC.
WHEATON, IL 60189

PLEXCO/AMESTED IND., INC.
FRANKLIN PARK, IL 60131

POLY-CAST, INC.
TIGARD, OR 97223

POLY FOAM INC.
LESTER PRAIRIE, MN 55354

POLYMER CONVERSIONS INC.
BUFFALO, NY 14227

POLYTAINERS INC.
TORONTO, CANADA M82 2R5

POWERFOAM INSULATION
MIDLOTHIAN, TX 76065

PRECISION FIBERGLASS INDUST.
NEWBERRY, SC 29108

PRECISION SOUTHEAST, INC.
MYRTLE BEACH, SC 29577

PRECISION CUSTOM PRODUCTS, INC.
DEGRAFF, OH 43318

PREMIX, INC.
ASHTABULA, OH 44004

PRENT CORPORATION
JANESVILLE, WI 53547

PRIMEX PLASTICS CORP-WEST
GARFIELD, NJ 07026

PROGRESSIVE PLASTICS, INC.
CLEVELAND, OH 44135

PROTECTIVE COATING SPECIALISTS
SPRINGFIELD, MO 65806

QUALITY PLASTICS CO., INC.
NEWBERG, OR 97132

RAKAR, INC.
OXNARD, CA 93033

RAY PRODUCTS CO., INC.
EL MONTE, CA 91734

RECTO MOLDED PRODUCTS, INC.
CINCINNATI, OH 45209

REGAL PLASTIC CO.
KANSAS CITY, MO 64127

REHAU PLASTICS, INC.
LEESBURG, VA 22075

L.W. REINHOLD PLASTICS, INC.
LOS ANGELES, CA 90003

REMCOR
WILLIAMSTOWN, NJ 08094

RICHMOND PLASTICS INC.
RICHMOND, VA 23225

H.H. ROBERTSON COMPANY
PITTSBURGH, PA 15222

ROCK-TENN CO.
NORCROSS, GA 30091

ROCKWELL INTERNATIONAL
TROY, MI 48084

ROSTONE CORPORATION
LAFAYETTE, IN 47903

ROYCE PLASTIC MOLDING CO., INC.
INDIANAPOLIS, IN 46226

R & R PLASTICS, INC.
SWANTON, OH 43558

SABRE RECYCLING CORP.
ROOSEVELT, NY 11575

SANDUSKY PLASTICS, INC.
SANDUSKY, OH 44870

SAUDER INDUSTRIES LTD.
B.C. CANADA V6V 1K8

SEALED AIR CORPORATION
FAIR LAWN, NJ 07410

SEAQUIST PLASTICS
MUKWONAGO, WI 53149

SILVATRIM CORP. OF AMERICA
S. PLAINFIELD, NJ 07080

SNYDER INDUSTRIES, INC.
LINCOLN, NE 68504

SOLAR PLASTICS, INC.
TAMPA, FL 33614

SOUTHERN PLASTICS MOLD, INC.
ANAHEIM, CA 92806

SPECIALTY PLASTICS, INC.
BATON ROUGE, LA 70879

SPENCER PLASTIC PRODUCTS CORP.
DALE, IN 47523

STIHL INCORPORATED
VIRGINIA BEACH, VA 23452

STRUCTRON CORP.
SAN MARCOS, CA 92069

STULL ENGRAVING COMPANY
RANDOLPH, NJ 07869

SUN PLASTICS INC.
CLEARWATER, MN 55320

SURATCO PRODUCTS CO.
POYNETTE, WI 53955

TASLER PALLET & EPS
WEBSTER CITY, IA 50595

TECHFORM, INC.
MT. AIRY, NC 27030

TECHPLASTICS, INC.
W. CHICAGO, IL 60185

TEEL PLASTICS CO., INC.
BARABOO, WI 53913

TEITZ & BAUR PLASTICS DIV.
MELROSE PARK, IL 60161

TEXTEK PLASTICS, INC.
SAN ANTONIO, TX 78227

TOOL CHEMICAL CO., INC.
FERNDALE, MI 48220

TOPPER PLASTICS, INC.
COVINA, CA 91723

TRIANGLE PLASTICS, INC.
WINTHROP, IA 50682

TRI-PLAS, INC.
ONTARIO, CA 91761

TRIQUEST CORP.
VANCOUVER, WA 98661

TRI-STATE FOAM PRODUCTS, INC.
MARTINSVILLE, VA 24113

UC INDUSTRIES
TALLMADGE, OH 44278

UNIVERSAL BARRIER CORP.
ST. JOSEPH, MO 64504

U.S. FOAM INC.
COMPTON, CA 90222

VAN NORMAN MOLDING CO.
BRIDGEVIEW, IL 60455

VENTURE PLASTICS, INC.
SANTA ANA, CA 92703

VERMONT PLASTICS, INC.
MONTPELIER, VT 05602

VERMONT REPUBLIC INDUSTRIES
ST. ALBANS, VT 05478

VINYL PLASTICS, INC.
SHEBOYGAN, WI 53082

VIRGINIA DESIGN PACKAGING CORP.
SUFFOLK, VA 23434

WATERBURY COMPANIES, INC.
WATERBURY, CT 06722

WAYNE MANUFACTURING, INC.
SHAWNEE, OK 74802

WEB PLASTICS CO., INC.
RICHWOOD, OH 43344

WESTERN POLYFORM CORP.
RIVERSIDE, CA 92507

WESTLAKE PLASTICS CO.
LENNI, PA 19052

WINZEN INTERNATIONAL, INC.
SAN ANTONIO, TX 78213

WISCONSIN TOOL & MOLD CO., INC.
FRIENDSHIP, WI 53934

W.J. WHATLEY, INC.
COMMERCE CITY, CO 80022

WOLLIN PRODUCTS, INC.
STEVENSVILLE, MI 49127

WOODLAND MOLDED PLASTICS CORP.
BROADVIEW, IL 60153

GEORGE WORTHINGTON CO., INC.
COLTON, CA 92324

ZEHRCO PLASTICS, INC.
ASHTABULA, OH 44004

APPENDIX - B

PART ONE
SALARY SURVEY NO. 16 - 1988
PLASTICS PROCESSING COMPANIES

## LIST OF SALARIED POSITION DESCRIPTIONS

The following is a list of salaried position descriptions prepared to assist you in identifying the particular positions presented in the questionnaire. While most of the descriptions are based upon actual descriptions used in processing plants, they are necessarily general since titles and duties tend to vary from company to company.

1. **GENERAL MANAGER (Excluding Owner-Manager of over 25% ownership)**
   Responsible for profitability of operations including manufacturing, financing, and marketing of assigned products. Coordinates with functional departments in the development, installation, and execution of specialized services to obtain objectives. Formulates, develops and administers management activities in accordance with policies. (For the purposes of this survey, does not include general managers who are owners or part owners of proprietorships, partnerships or private corporations.)
2. **PLANT MANAGER**
   Formulates and executes plant policies, practices, and procedures. Directs production activities to meet sales objectives at maximum efficiency and minimum cost. Exercises general supervision and assumes responsibility for the effective administration of the plant. Works closely with functional and line managers in accomplishing plant objectives.
3. **PRODUCTION MANAGER/SUPERINTENDENT**
   Coordinates and plans production activities of the manufacturing plant, directs the work of the various production departments directly or through subordinate foremen. Authorizes the staffing of production and schedules production flow in accordance with cost, time, and specification estimates. Provides information on new production methods and equipment, wage rate problems, and need for maintenance of all plant machinery and equipment. Works closely with union representatives in settling employee grievances in accordance with union contract.
4. **GENERAL FOREMAN**
   Responsible for the efficient, safe, and profitable operation of his units and for advising and making recommendations to the Plant Manager. Directs production activities, interprets and executes production policies of the Plant Manager and directs this work through subordinate foremen. Locates and solves operating difficulties and renders technical advice to subordinates or superiors. Directs observance of safely precautions by operating personnel and personally directs production operations in emergencies.
5. **MANAGER OR PLANT OR INDUSTRIAL ENGINEER**
   Performs a variety of engineering work in planning and overseeing utilization of production facilities and personnel in department or other subdivision of industrial establishments: plans equipment layout, work flow and accident prevention measures to maintain efficient and safe utilization of plant facilities. Plans and oversees work study and training programs to promote efficient staff utilization.

6. **TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER**
   Directs traffic activities of organization; formulates plans and procedures for transporting raw materials to production areas; and finished goods to customers, warehouses and storage locations. Analyzes transportation facilities and commodity classifications to determine most efficient and economical shipping rates and routes; furnishes traffic data to other departments and customers. Also initiates investigations of shipping damages, delays, overcharges and insurance charges.
7. **QUALITY CONTROL MANAGER**
   Responsible for the planning and organizing of Quality Control functions. Establishes quality policies and procedures in accordance with accepted standards. Is competent in statistical analysis and process capabilities. Maintains the quality system. Is a key member of the General Staff, counsels and assist in the execution of these duties. Prepares and administers budget for the Quality Control Organization.
8. **SUPERVISOR, QUALITY CONTROL**
   Responsible for the interpretation and enforcement of quality standards as established by the development division. Directs and instructs the various inspectors assigned to the processing and finishing sections. Analyzes complaints and rejections; determines the cause and initiates preventive measures. Orders special gauges and assists in the design of same. Checks plant rejects, die inspection reports, and approves the acceptance of all inserts and accessories.
9. **VICE PRESIDENT SALES/SALES MANAGER**
   Responsibl[illegible]r planning, organizing, directing and controlling the sales policies and pro[illegible] of the company. Generally involves advertising, sales promotion, pricing, [illegible]istribution, and related marketing activities. Responsible for overall staffing, developing, and motivating the sales force under his jurisdiction.
10. **ASSISTANT SALES MANAGER**
    Provides assistance and advice to the Sales Manager in planning and coordinating marketing policies and programs of the company. Works with the Sales Manager in the development of methods and procedures pertaining to sales personnel, sales development, sales administration, sales planning, and sales management. Engages in preparation and interpretation of market reports and statistics.
11. **REGIONAL/DISTRICT SALES MANAGER**
    Responsible for the sale of company products in a specified region, district or other geographical area. Supervises one or more salesperson and such branch sales office activities as may be required. May also select and develop dealers, distributors and customer representatives and, in some cases, may supervise warehousing or other distribution facilities.
12. **SENIOR SALESPERSON**
    The highest organization line selling responsibilities. Has acquired complete familiarity with company's production, services and policies through several years' experience as a salesman with the company and specialized training as required. Generally assigned to accounts and territories of major importance.
13. **SALESPERSON 5–10 YEARS**
14. **SALESPERSON 3–5 YEARS**
15. **SALESPERSON 1–3 YEARS**
16. **SALES TRAINEE**
    Sales personnel in training and not yet considered qualified to handle the full range of sales responsibilities for specific accounts and territories.
17. **CUSTOMER SERVICE MANAGER**
    Works for salesman and sales management, acting as liaison between customers and company. Primarily responsible for insuring that customers receive the best sales service possible through processing of orders, corresponding and coordinating with other company functions such as purchasing, production, engineering or shipping. May supervise one or more people in support of sales effort. In some organizations may act as chief contact for customer regarding orders.

18. **VP FINANCE/TREASURER**
Responsible for developing and directing the operation of policies, procedures, plans and programs governing all financial matters in the company, and for advising and making recommendations to the President or General Manager in the determination of overall company objectives and policies wherever financial considerations are involved.

19. **CONTROLLER OR ACCOUNTING MANAGER**
Responsible for the development and maintenance of procedures for the financial control of the plant and for safeguarding of assets, accounting activities, profit-planning activities; preparation and interpretation of regular and special financial and statistical reports; determination of costs and directing any other assigned financial activities of the plant.

20. **ACCOUNTANT – COST SUPERVISOR**
Applies principles of accounting to install and maintain systems for providing details of cost data not ordinarily supplied by accounting systems. Plans, sets-up, and directs costs findings regarding raw material, direct labor and overhead items. Provides management with reports for decision making; such as pricing and product line performance.

21. **ACCOUNTANT – GENERAL SUPERVISOR**
Applies principles of accounting to install and maintain general accounting system. Provides records of assets and liabilities and all financial transactions. Responsible for the preparation of income statements and balance sheets issued periodically.

22. **CREDIT MANAGER**
Manages credit and collection policies of the company. Devises systems for recording and using credit information received from all sources. Analyzes and/or authorizes the granting of credit to customers, effects ultimate collection of accounts receivable. Surveys and analyzes the various economic factors affecting the credit indices of the industries served. Prepares periodic reports for management on the current status of accounts receivable.

23. **MANAGER – ELECTRONIC DATA PROCESSING**
Directs and coordinates planning and production activities of electronic data processing unit. Interprets policies, purposes and goals of an organization to subordinates. Consults with management to define boundaries and priorities of tentative projects, discusses equipment acquisition, determines specific information requirements of management, and allocates operating time of computer systems. May include managing systems and programming functions.

24. **RESEARCH AND DEVELOPMENT DEPARTMENT MANAGER**
Directs research studies in the development of new products and manufacturing methods in line with company objectives and policies. Is usually in charge of specialized testing and analytical services and of test methods and service on standards. Responsible generally to top management.

25. **CHIEF ENGINEER OR PLANT ENGINEER**
Directs the design, construction and maintenance of equipment, machinery and buildings in the plant. Establishes standards and policies for testing, operating procedures, inspection and maintenance of equipment in accordance with engineering principles and safety regulations, and supervises directly or through subordinates, the maintenance of plant buildings. Provides technical consultation service where necessary.

26. **MANUFACTURING ENGINEERING MANAGER**
Directs the activities of tooling engineers, mold designers, secondary machinery engineers, cost estimators and other related disciplines. Works closely with sales and management on tooling and cost reduction requirements.

27. **SENIOR ENGINEER**
Responsible generally to the Chief Engineer for performing engineering staff assignments to improve plant operating efficiency, involving inspection, trouble-shooting, and design alteration. Also performs engineering assignments related to maintenance and construction projects for plant buildings and grounds. Investigates assigned problems and recommends courses of action. Job assignments are primarily concerned with process and mechanical problems and projects.

28. **PRODUCT DESIGNER**
Creates designs for products to be produced by the company from plastic materials. Investigates the practicability of designs in relation to limitations of plant manufacturing equipment, cost, availability of new equipment, probable selling price, general utility, and industry specifications. Gives advice on construction, manufacture, materials, and processes. Experiments with existing machinery to improve design and keeps abreast of engineering progress.

29. **MOLD DESIGNER**
Designs the mold based on customer requirements, giving special consideration to the type of equipment to be used. May also be responsible for developing mold cost quotations.

30. **ESTIMATOR**
Develops part cost estimates from blueprints, samples, or molds. Selects material best suited for application, calculates amount of material required, determines mold capacity, type of mold, machine cycle time, and finishing operations. May also be responsible for developing mold cost quotations.

31. **PERSONNEL MANAGER**
Formulates and administers policies affecting management's relationships with its employees on an individual basis, such as staffing, developing, and motivating the work force. Performs audit and review of personnel activities and conducts periodic research to determine the effectiveness of these policies and to provide areas for improvement. In the absence of a Labor Relations manager, generally administers the union contract.

32. **OFFICE MANAGER**
Responsible for the supervision of the clerical staff of the business office. Coordinates all office service activities required for the efficient operation of the company. Develops plans and programs for the maximum utilization of service and equipment.

33. **PURCHASING AGENT (MANAGER OF PURCHASES)**
Responsible for overall direction and coordination of those functions relating to outside and inter-plant purchases. This involves raw material purchases as well as the procurement of component parts, equipment, maintenance supplies, office supplies, and so forth.

34. **BUYER**
Secures raw materials, components, packaging materials, office equipment, printing, stationery supplies, machinery and services for a production complex. Executes releases of blanket orders placed by Central Purchasing and purchases other items directly under specified limits or requisitions them from Central Purchasing. Sells and disposes of scrap, salvage and obsolete items.

APPENDIX - C

Company Code _____

# SPI
# QUESTIONNAIRE - DECEMBER, 1988
# SALARY & SALES POLICY SURVEY
# NO. 16 - 1988
# PLASTICS PROCESSING COMPANIES

**CONFIDENTIAL**

## FOR PLASTICS PROCESSING COMPANIES ONLY

TO VOTING REPRESENTATIVES-U.S. MEMBER FIRMS

This is the questionnaire for the sixteenth Salary Survey for plastics processing companies which are either custom or proprietary firms engaged in compression and injection molding; extruding; reinforced plastics; or other methods of plastics processing.

Divisions are to be reported separately under the first set of columns in Part One.

Generally, the survey will cover the calendar year 1988 or closest fiscal year (however, the most recent compensation levels should be reported). The completed study will provide valuable guidelines for use in comparing your own salaries with those of other companies in the industry. Employees reported should be permanent, full-time employees. A complete list of descriptions for each of the salaried positions is enclosed. Please review these Job Titles and the Descriptions before attempting to complete this questionnaire.

**Please return one copy of the questionnaire by January 30, 1989 to Ernst & Whinney, Association Services Group, 1225 Connecticut Ave., Washington, D.C. 20036. If you have any questions regarding this survey contact Mr. Paul Korz at (202)862-5259 or Mr. Tim Atkinson at (202)862-5272.**

**All individual company data will be held in strict confidence. Only participants will receive a copy of the final report.**

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**Financial Management Committee**

***THE SOCIETY OF THE PLASTICS INDUSTRY, INC.***

**1275 K Street, N.W. Washington, D.C. 20005**

PART ONE
SALARY INFORMATION

| ANNUAL SALES VOLUME THIS DIVISION | | ANNUAL SALES VOLUME THIS PLANT | |
|---|---|---|---|
| Up to $1,000,000 | A. ☐ | Up to $1,000,000 | A. ☐ |
| $1,000,000 to $2,000,000 | B. ☐ | $1,000,000 to $2,000,000 | B. ☐ |
| $2,000,000 to $5,000,000 | C. ☐ | $2,000,000 to $5,000,000 | C. ☐ |
| $5,000,000 to $10,000,000 | D. ☐ | $5,000,000 to $10,000,000 | D. ☐ |
| Over $10,000,000 | E. ☐ | Over $10,000,000 | E. ☐ |

| DEPARTMENT AND POSITION (See Position Descriptions) | Division Location City & State _____ | | | Plant Location City & State _____ | | |
|---|---|---|---|---|---|---|
| | No. of persons holding position | No. of persons responsible for | CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.) | No. of persons holding position | No. of persons responsible for | CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.) |
| **MANUFACTURING** | | | | | | |
| 1. General Manager (excluding Owner-Manager of over 25% ownership) | | | | | | |
| 2. Plant Manager | | | | | | |
| 3. Production Manager, Superintendent | | | | | | |
| 4. General Foreman | | | | | | |
| 5. Manager/Plant or Industrial Engineer | | | | | | |
| 6. Traffic Manager and/or Distribution Manager | | | | | | |
| 7. Manager, Quality Control | | | | | | |
| 8. Supervisor, Quality Control | | | | | | |
| **MARKETING** | | | | | | |
| 9. Vice President Sales/Sales Manager | | | | | | |
| 10. Assistant Sales Manager | | | | | | |
| 11. Regional/District Sales Manager | | | | | | |
| 12. Senior Salesperson | | | | | | |
| 13. Salesperson 5-10 Years | | | | | | |
| 14. Salesperson 3-5 Years | | | | | | |
| 15. Salesperson 1-3 Years | | | | | | |
| 16. Sales Trainee | | | | | | |
| 17. Customer Service Manager | | | | | | |
| **FINANCE AND ADMINISTRATIVE** | | | | | | |
| 18. VP Finance/Treasurer | | | | | | |
| 19. Controller or Accounting Manager | | | | | | |
| 20. Accountant-Cost Supervisor | | | | | | |
| 21. Accountant-General Supervisor | | | | | | |
| 22. Credit Manager | | | | | | |
| 23. Manager-Electronic Data Processing | | | | | | |
| **ENGINEERING** | | | | | | |
| 24. Research & Development Department Manager | | | | | | |
| 25. Chief Engineer or Plant Engineer | | | | | | |
| 26. Manufacturing Engineering Manager | | | | | | |
| 27. Senior Engineer | | | | | | |
| 28. Product Designer | | | | | | |
| 29. Mold Designer | | | | | | |
| 30. Estimator | | | | | | |
| **PERSONNEL** | | | | | | |
| 31. Personnel Manager | | | | | | |
| 32. Office Manager | | | | | | |
| **PURCHASING** | | | | | | |
| 33. Purchasing Agent (Manager of Purchases) | | | | | | |
| 34. Buyer | | | | | | |

Please list any other positions to include in future surveys _____

PART ONE (Cont'd)
SALARY INFORMATION

(Use Additional Forms If Necessary)

| ANNUAL SALES VOLUME THIS PLANT | | ANNUAL SALES VOLUME THIS PLANT | |
|---|---|---|---|
| Up to $1,000,000 | A. ☐ | Up to $1,000,000 | A. ☐ |
| $1,000,000 to $2,000,000 | B. ☐ | $1,000,000 to $2,000,000 | B. ☐ |
| $2,000,000 to $5,000,000 | C. ☐ | $2,000,000 to $5,000,000 | C. ☐ |
| $5,000,000 to $10,000,000 | D. ☐ | $5,000,000 to $10,000,000 | D. ☐ |
| Over $10,000,000 | E. ☐ | Over $10,000,000 | E. ☐ |

| DEPARTMENT AND POSITION (See Position Description) | Plant Location City & State _____ | | | Plant Location City & State _____ | | |
|---|---|---|---|---|---|---|
| | No. of persons holding position | No. of persons responsible for | CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.) | No. of persons holding position | No. of persons responsible for | CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.) |
| **MANUFACTURING** | | | | | | |
| 1. General Manager (excluding Owner-Manager of over 25% ownership) | | | | | | |
| 2. Plant Manager | | | | | | |
| 3. Production Manager, Superintendent | | | | | | |
| 4. General Foreman | | | | | | |
| 5. Manager/Plant or Industrial Engineer | | | | | | |
| 6. Traffic Manager and/or Distribution Manager | | | | | | |
| 7. Manager, Quality Control | | | | | | |
| 8. Supervisor, Quality Control | | | | | | |
| **MARKETING** | | | | | | |
| 9. Vice President Sales/Sales Manager | | | | | | |
| 10. Assistant Sales Manager | | | | | | |
| 11. Regional/District Sales Manager | | | | | | |
| 12. Senior Salesperson | | | | | | |
| 13. Salesperson 5-10 Years | | | | | | |
| 14. Salesperson 3-5 Years | | | | | | |
| 15. Salesperson 1-3 Years | | | | | | |
| 16. Sales Trainee | | | | | | |
| 17. Customer Service Manager | | | | | | |
| **FINANCE AND ADMINISTRATIVE** | | | | | | |
| 18. VP Finance/Treasurer | | | | | | |
| 19. Controller or Accounting | | | | | | |
| 20. Accountant-Cost Supervisor | | | | | | |
| 21. Accountant-General Supervisor | | | | | | |
| 22. Credit Manager | | | | | | |
| 23. Manager-Electronic Data Processing | | | | | | |
| **ENGINEERING** | | | | | | |
| 24. Research & Development Department Manager | | | | | | |
| 25. Chief Engineer or Plant Engineer | | | | | | |
| 26. Manufacturing Engineering Manager | | | | | | |
| 27. Senior Engineer | | | | | | |
| 28. Product Designer | | | | | | |
| 29. Mold Designer | | | | | | |
| 30. Estimator | | | | | | |
| **PERSONNEL** | | | | | | |
| 31. Personnel Managers | | | | | | |
| 32. Office Manager | | | | | | |
| **PURCHASING** | | | | | | |
| 33. Purchasing Agent (Manager of Purchases) | | | | | | |
| 34. Buyer | | | | | | |

# PART TWO
# SALES POLICIES

1. What type of sales force does your company employ?

   A. ☐ Company Salespeople Only
   B. ☐ Manufacturers' Reps or Sales Agents
   C. ☐ Both

2. If both, percentage of your business done through company salespeople?

   _____%

3. What method of compensation does your company employ? (choose one)

   A. ☐ Straight Salary
   B. ☐ Straight Commission and Bonus
   C. ☐ Salary Plus Commission
   D. ☐ Salary Plus Bonus
   E. ☐ Salary Plus Commission and Bonus
   F. ☐ Other (Describe) _____

4. Which of the following expenses do you include under Direct Selling Cost?

   A. ☐ Salespeople's Salaries
   B. ☐ Salespeople's/Rep's Commissions
   C. ☐ Travel and Entertainment Expenses
   D. ☐ Telephone Expenses
   E. ☐ Sales Administration and Management Salaries and Expenses
   F. ☐ Order Handling and Customer Service
   G. ☐ Advertising and Sales Promotion Expense
   H. ☐ Royalties
   I. ☐ Engineering
   J. ☐ Other (Describe) _____

5. Do you pay relocation and moving expenses for:

   A. Newly hired sales personnel?

      ☐ Yes ☐ No

   B. Present sales personnel?

      ☐ Yes ☐ No

6. Automobiles used for company business are: (choose one)

   A. ☐ Company Owned
   B. ☐ Company Leased
   C. ☐ Combination of Company Owned and Leased
   D. ☐ Employee Owned
   E. ☐ Combination Employee Owned and Leased
   F. ☐ Company and Employee Owned
   G. ☐ Employee Owned or Company Leased

7. Do you reimburse sales personnel for automobile expenses?

   ☐ Yes ☐ No

8. If yes, on what Basis?

   A. ☐ Actual Expenses Incurred
   B. ☐ Single Rate Mileage Allowance
   C. ☐ Graduated Mileage Allowance
   D. ☐ Flat Monthly Allowance
   E. ☐ Other (Describe) _____

9. If single rate mileage allowance, rate per mile?

   _____ cents/mile

10. If flat monthly allowance, what amount per month?

    _____ dollars/month

11. Do you provide a company car for Sales Managers?

    ☐ Yes ☐ No

12. Do you allow personel use of company owned or leased cars?

    ☐ Yes ☐ No

13. If yes, does employee pay for gas, oil and other expenses?

    ☐ Yes ☐ No

14. Do you charge employee for personal use of company car?

    ☐ Yes ☐ No

15. In 1988, what is your estimate of the average cost per year, of maintaining a salesperson in the field? (Include hotel, meals, travel, telephone, entertainment and auto expenses, etc. Do not include salaries, commissions, bonus or fringe benefits).

    $_____ Per salesperson

16. What was your turnover of salespeople in 1988?

    _____%

    "Turnover" is defined as the number of salespeople hired to replace other salespeople who quit, or were terminated, divided by the normal staffing. (Eg. If the normal number of salespeople was 7 and 1 person quit and was replaced during the year, turnover is 1/7 or 15%).

## PART THREE
## FIRMS EMPLOYING MANUFACTURERS' REPS OR SALES AGENTS

17. Do you have a written contract with your manufacturers' representatives?

☐ Yes ☐ No

18. If yes, what type of contract?

A. ☐ Self-perpetuating
B. ☐ Renewable yearly
C. ☐ Other (Describe) _____

_____

19. Do you have well-defined territories for each representative?

☐ Yes ☐ No

20. When there are "House Accounts" within the representatives assigned territories, do they receive commission for sales made thereto?

☐ Yes ☐ No

21. Are your representatives permitted to represent other Plastics firms at the same time they represent yours?

☐ Yes ☐ No

22. If yes, what restrictions do you place on the Manufacturers' representatives?

A. ☐ No Restrictions
B. ☐ Non-competitive Product
C. ☐ Advanced Approval
D. ☐ Other (Describe)_____

_____

23. How frequently are commissions paid?

A. ☐ Weekly
B. ☐ Bi-Weekly
C. ☐ Monthly
D. ☐ Quarterly
E. ☐ Upon shipment/invoicing
F. ☐ Other (Describe) _____

_____

24. On what basis are commissions calculated?

A. ☐ Sales Booked
B. ☐ Shipment of Order
C. ☐ Invoicing of Order
D. ☐ Receipt of Customer Payment
E. ☐ Other (Describe) _____

_____

25. What commission plan do you use? (choose one)

A. ☐ Flat Rate/No Expense Allowance
B. ☐ Flat Rate Plus Expense Allowance
C. ☐ Progressive Rate (Rate increases as sales increase)
D. ☐ Regressive Rate (Rate decreases as sales increase)
E. ☐ Varying Rate Based on Product
F. ☐ Varying Rate Based on Type of Account
G. ☐ Other (Describe) _____

_____

26. If flat rate of commission, what is usual rate?

_____%

27. Are commissions paid on sales of tooling?

☐ Yes ☐ No

28. Are commissions paid on set-up charge?

☐ Yes ☐ No

29. Are commissions reduced for products returned as defective?

☐ Yes ☐ No

30. Do you have a formal provision in your contract for split sales credit between different manufacturers' representatives?

☐ Yes ☐ No

31. Do you have a formal provision in your contract for split sales credit between your company salespeople and manufacturers' representatives?

☐ Yes ☐ No

32. May the contract be terminated by either party?

☐ Yes ☐ No

33. How much termination notice is required?

A. ☐ No Notice Required
B. ☐ Less Than 1 month
C. ☐ 1 to 6 months
D. ☐ 3 to 6 months
E. ☐ Over 6 months
F. ☐ Other (Describe) _____

_____

34. Are commissions paid on orders booked during period of termination notice but shipped after termination?

☐ Yes ☐ No

35. In the event of death of a representative, when do commissions cease?

A. ☐ Immediately
B. ☐ After Shipment of Booked Orders
C. ☐ Other (Describe) _____

_____

36. Please list any areas you think should be included in future surveys.

_____

_____

FINANCIAL MANAGEMENT COMMITTEE
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